



The importance of strategic communications in a Danish improvement programme

A survey among participants in the Danish Safer Hospital Programme

Summary

Celebration of good results and positive media coverage can be used as a driver for the improvement process. Attention, publicity and celebrations increase job satisfaction and the desire to work for continuous improvements.

A survey among staff members and hospital managers engaged in "The Danish Safer Hospital Programme" at five hospitals shows that three out of four staff members have celebrated a good result in their units in relation to the Programme. The one out of four who has not celebrated any successes misses the celebration. All executive hospital management representatives find the personal communication essential and understand the importance of celebrating good results; they often participate in these celebrations.

The typical celebration takes place in the units, which is what staff members prefer. The far majority of staff members find that celebrations create unity in the units and strengthen the feeling of working for a common cause. More than half believe that the effort they put into their work is appreciated. This leads to increased job satisfaction and a desire to work for continuous improvements.

The executive hospital management representatives and the staff members perceive the media-borne communication to be important. Positive references to "The Danish Safer Hospital Programme" in the media have a reuniting impact on the hospital's reputation, staff recruitment and retention.

Four out five persons have experienced a favourable reference in connection with "The Danish Safer Hospital Programme". Most staff members are referenced on the hospital's intranet, the hospital's internal newsletters and on "The Danish Safer Hospital Programme" website. In prioritised order, staff members are interested in publicity in professional journals, on the hospital's intranet and in hospital's internal newsletter.

The survey shows that staff members attach great importance to positive media coverage. When initiatives are mentioned in the media, this creates unity in the units and strengthens the feeling of working for a common cause. This increases job satisfaction and a desire to work for continuous improvements.

Staff members believe that positive publicity in scientific journals, national radio/television and national newspapers is most prestigious. The professional pride is best strengthened through positive publicity in a professional journal.

Practically all staff members who have been mentioned in the media have experienced positive reactions from their colleagues.

In terms of transparency, nine out of ten units use a special whiteboard to publish the latest findings from the work with "The Danish Safer Hospital Programme". The whiteboard is named differently in different units, but in every third unit the whiteboard is called "Safer Patient Hospital" or "Safer Patient Hospital Whiteboard". Whether patients and relatives can watch the whiteboards varies. At Thy-Mors Hospital almost all patients and relatives can see them. At Kolding Hospital slightly more than a third of the whiteboards are visible to patients and relatives.

The whiteboards and the publicity of results related to "The Danish Safer Hospital Programme" have an encouraging and motivating effect on staff members - irrespective of the results being positive or negative. In order to ensure transparency for patients and relatives, staff members believe that the whiteboards are important because patients have the right to know the quality of the work in the unit. Very few say it is unpleasant that patients and relatives can check the quality in this way.

The survey shows that staff members are unsure about the patients and relatives' attitude towards the whiteboards. Almost every fourth staff member believes that the patients and relatives appreciate the whiteboards; only one in ten thinks that patients and relatives do not care about the whiteboards.

1. Introduction – background and purpose

The Danish Safer Hospital Programme has the ambition of making it “Entirely safe – every time” to be admitted to a hospital. One important aspect of this ambition is how communication about the Programme can help motivate the commitment of management and staff, thereby enhancing the level of safety in Danish hospitals.

The Danish Safer Hospital Programme is a project involving the TrygFonden foundation, Danish Regions and the Danish Society for Patient Safety and running in the period 2010-2013. The Programme receives expert assistance from the US Institute for Healthcare Improvement. The project involves five Danish hospitals: Thy-Mors Hospital, Horsens Regional Hospital, Kolding Hospital (the Little Belt Hospital), Næstved Hospital and Hillerød Hospital.

The project secretariat has concluded an agreement with Ida Hoeck Analysis and Consulting on assistance for a questionnaire study of matters relating to communication in the Danish Safer Hospital Programme at the five hospitals concerned.

The target group for the questionnaire study is the participants registered for Learning Seminar 5, involving teams and managers at the five hospitals concerned, which seminar was held in November 2012. Participants are front-line staff (physicians, registered nurses and others working directly with patients), quality staff (staff members working with quality), as well as the executive hospital management of the five hospitals involved in the project.

The questionnaire study provides answers regarding experience with and significance of communication within the following three topics:

1. The significance of celebrations and events (person-borne communication)
2. The significance of positive media reports (media-borne communication)
3. Experience with “transparency” in the form of patient safety whiteboards.

These three topics provide the overall structure for the report.

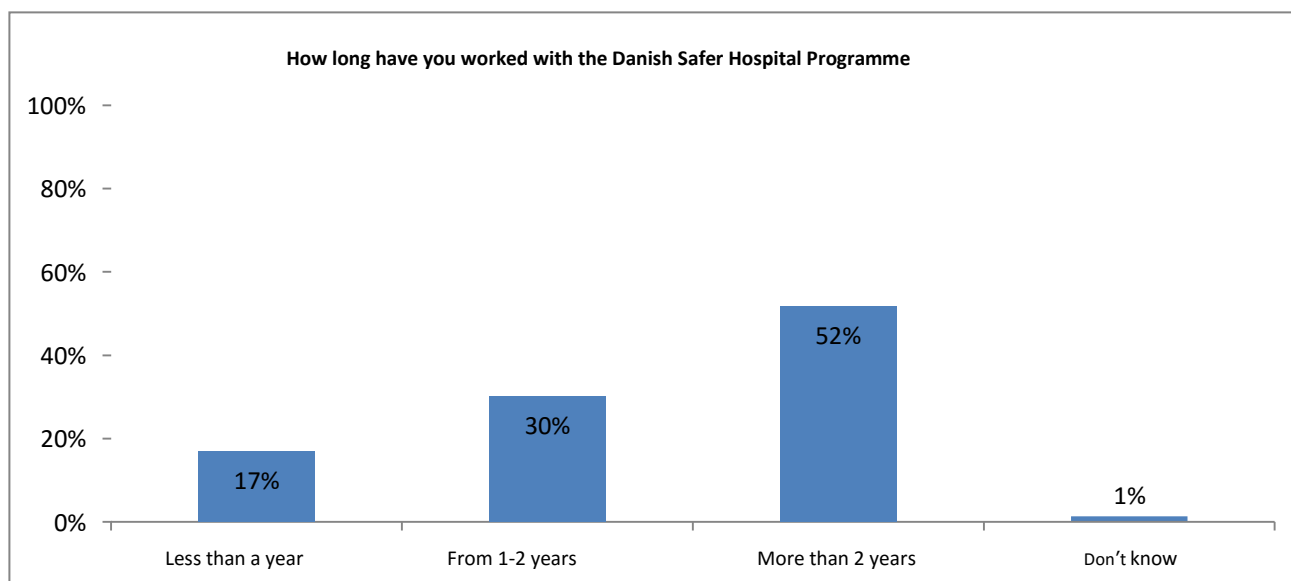
Both in the questionnaire and in this report, the executive hospital management is treated separately. Where executive management respondents are concerned, this will be specified. When general reference is made to “respondents”, the replies are those given by front-line staff and quality staff.

The questionnaire was sent to the 239 registered participants at Learning Seminar 5. Four e-mail addresses were inactive, so they have been excluded from the study. 152 have provided full or partial replies to the questionnaire, i.e. a response rate of 65 %. This is a handsome response rate, so the study must be deemed to be able to document a number of correlations relating to the Danish Safer Hospital Programme.

2. Background variable in the questionnaire study

As can be seen from figure 2.1, just over half (52%) of all respondents have worked with patient safety for more than 2 years. Just under one third (30%) from 1-2 years, and one in six (17%) for less than 1 year.

Figure 2.1



Respondents are evenly divided among the 5 participating hospitals, as can be seen from table 2.1 below.

Table 2.1

Where are you employed?		
	Respondents	Percent
Thy-Mors Hospital	24	16
Horsens Regional Hospital	34	22
Kolding Hospital (the Little Belt Hospital)	30	20
Næstved Hospital	27	18
Hillerød Hospital	37	24
Total	152	100

Nine (9) respondents are members of executive hospital managements, corresponding to 6% of total respondents. The other respondents are divided as follows in regard to function, cf. table 2.2.

Table 2.2

What is your job designation?		
	Respondents	Percent
Registered nurse	78	55
Social and healthcare assistant	1	1
Physician	22	15
Secretary	1	1
Pharmacist	4	3
Employed in quality function	29	20
Other, please specify:	7	5
Total	143	100

18% of respondents from Thy-Mors answered "Not applicable" to this question; 14% among respondents from Hillerød, and 13% from Horsens.

There are so few respondents in the group of social and healthcare assistants, pharmacists and secretaries

that it only makes sense to look at the group of registered nurses, physicians and staff in quality functions when looking at differences in the perception of different functions of communication-related aspects.

APPENDIX

Overview of questions and answers

How long have you worked with the Danish Safer Hospital Programme?

	Respondents	Percent
Less than 1 year	26	17%
From 1-2 years	46	30%
More than 2 years	79	52%
Don't know	2	1%
Total	153	100%

What is your job designation?

	Respondents	Percent
Registered nurse	78	55%
Social and healthcare assistant	1	1%
Physician	22	15%
Secretary	1	1%
Pharmacist	4	3%
Quality function staff member	29	20%
Other, please specify:	7	5%
Total	143	100%

Where are you employed?

	Respondents	Percent
Thy-Mors Hospital	24	16%
Horsens Regional Hospital	34	22%
Kolding Hospital (the Little Belt Hospital)	30	20%
Næstved Hospital	27	18%
Hillerød Hospital	37	24%
Total	152	100%

To what extent do you feel it generally has a positive significance to celebrate/mark a good result, which you have achieved in connection with the Danish Safer Hospital Programme? (e.g. internally in the department with cake/flowers/diploma/attention from department management/executive hospital management or externally from the Danish Safer Hospital Programme secretariat)

	Respondents	Percent
To a very high extent	6	67%
To a high extent	3	33%
To some extent	0	0%
To a small extent	0	0%
Not at all	0	0%
Total	9	100%

Has the hospital celebrated a good result which you achieved in connection with the Danish Safer Hospital Programme?

	Respondents	Percent
	5	

Yes	9	100%
No	0	0%
Not applicable	0	0%
Don't know	0	0%
Total	9	100%

Has your department celebrated a good result, which you achieved in connection with the Danish Safer Hospital Programme?

	Respondents	Percent
Yes	104	73%
No	21	15%
Not applicable	14	10%
Don't know	4	3%
Total	143	100%

Did the executive hospital management participate in this celebration/marketing?

	Respondents	Percent
Yes	56	54%
No	35	34%
Not applicable	1	1%
Don't know	12	12%
Total	104	100%

How did you celebrate the good result? (tick off more than one, if applicable)

	Respondents	Percent
We celebrated internally in our department (e.g. with cake and flowers)	95	92%
It was celebrated internally at the hospital (e.g. a speech by executive hospital management)	27	26%
It was noticed externally (e.g. with an official diploma from the Danish Safer Hospital Programme, etc.)	48	47%
Other, please specify:	14	14%
Total	103	100%

Which type of celebration is most important for you (tick off one)

	Respondents	Percent
To celebrate internally in the department (e.g. with cake and flowers)	59	58%
To celebrate internally at the hospital (e.g. a speech by the executive hospital management)	19	19%
To be noticed externally (e.g. that we receive an official diploma from the Danish Safer Hospital Programme, etc.)	16	16%
Other, please specify:	8	8%
Total	102	100%

Which importance does it have for you that results are celebrated (tick off more than one, if applicable)

	Respondents	Percent
It gives a sense that the effort we made is being noticed	60	59%

It creates a feeling of togetherness in our department and strengthens the feeling of working for a common cause	71	70%
It increases job satisfaction and the desire to work for continuous improvements	59	58%
It strengthens the prestige associated with improvement work	26	25%
It strengthens our professional pride	64	63%
It does not matter	3	3%
Other, please specify:	5	5%
Total	102	100%

Are there bigger disadvantages than advantages if good results are celebrated?
(tick off more than one, if applicable)

	Respondents	Percent
No	95	93%
Yes, it is time-demanding and gives less time for patients	4	4%
Yes, there is no reason to celebrate good results. We are just doing our job	2	2%
Yes, other disadvantage, please specify:	5	5%
Total	102	100%

Have you missed celebrating good results?

	Respondents	Percent
Yes	9	26%
No	26	74%
Total	35	100%

To what extent do you think it can have significance for the hospital
(reputation, staff recruitment and retention, etc.) to be mentioned positively in
connection with the Danish Safer Hospital Programme?

	Respondents	Percent
To a very high extent	4	44%
To a high extent	4	44%
To some extent	1	11%
To a small extent	0	0%
Not at all	0	0%
Total	9	100%

To what extent do you think that positive mention in connection with the
Danish Safer Hospital Programme can reduce negative mention of other
aspects?

	Respondents	Percent
To a very high extent	0	0%
To a high extent	0	0%
To some extent	9	100%
To a small extent	0	0%
Not at all	0	0%
Total	9	100%

To what extent do you think that positive mention in connection with the Danish
Safer Hospital Programme induces reporters and citizens/users to find other
aspects of the hospital which may be criticised?

	Respondents	Percent
To a very high extent	0	0%
	7	

To a high extent	0	0%
To some extent	1	11%
To a small extent	6	67%
Not at all	2	22%
Total	9	100%

To what extent is your assessment significant in influencing whether you will take initiatives to give the hospital positive mention?

	Respondents	Percent
To a very high extent	1	11%
To a high extent	2	22%
To some extent	2	22%
To a small extent	4	44%
Not at all	0	0%
Total	9	100%

Have you seen the hospital (individuals/units/departments, etc.) being positively mentioned in connection with the Danish Safer Hospital Programme? (tick off more than one, if applicable)

	Respondents	Percent
On the hospital intranet	9	100%
In an internal newsletter at the hospital	8	89%
In the hospital's staff magazine	7	78%
On the website of the Danish Safer Hospital Programme (e.g. in the log)	7	78%
Elsewhere on the internet	4	44%
In a local/regional newspaper	9	100%
On local/regional radio or tv	8	89%
In a national newspaper (e.g. Politiken, Berlingske, Jyllands-Posten, BT, Ekstra Bladet, Kristeligt Dagblad, Information)	4	44%
On national radio or tv	4	44%
In a professional journal (e.g. Sygeplejersken, Fagbladet FOA, Ugeskrift for Læger, Dagens Medicin or another journal)	9	100%
Elsewhere, please specify where:	1	11%
Total	9	100%

Where would you prefer for the hospital (individuals/units/departments, etc.) to receive positive mention in connection with the Danish Safer Hospital Programme (tick off more than one, if applicable)

	Respondents	Percent
On the hospital's intranet	7	78%
In an internal newsletter at the hospital	6	67%
In the hospital's staff magazine	7	78%
On the website of the Danish Safer Hospital Programme (e.g. in the log)	6	67%
Elsewhere on the internet	4	44%
In a local/regional newspaper	8	89%
On local/regional radio or tv	8	89%
In a national newspaper (e.g. Politiken, Berlingske, Jyllands-Posten, BT, Ekstra Bladet, Kristeligt Dagblad, Information)	8	89%
On national radio or tv	8	89%
In a professional journal (fx Sygeplejersken, Fagbladet FOA, Ugeskrift for Læger, Dagens Medicin or another journal)	9	100%
Elsewhere, please specify where:	1	11%
Total	9	100%

To which extent do you find it is important for the hospital that a staff member, a team or a department has received positive mention in connection with the Danish Safer Hospital Programme?

	Respondents	Percent
To a very high extent	65	46%
To a high extent	55	39%
To some extent	16	11%
To a small extent	3	2%
Not at all	1	1%
Total	140	100%

If you could choose, where would you like to be mentioned in connection with the Danish Safer Hospital Programme? (tick off max. 3)

	Respondents	Percent
On the hospital's intranet	59	42%
In an internal newsletter at the hospital	48	35%
In the hospital's staff magazine	22	16%
On the website of the Danish Safer Hospital Programme (e.g. in the log)	40	29%
Elsewhere in the internet	2	1%
In a local/regional newspaper	43	31%
On local/regional radio or tv	13	9%
In a national newspaper (e.g. Politiken, Berlingske, Jyllands-Posten, BT, Ekstra Bladet, Kristeligt Dagblad, Information)	29	21%
On national radio or tv	28	20%
In a professional journal (e.g. Sygeplejersken, Fagbladet FOA, Ugeskrift for Læger, Dagens Medicin or another journal)	78	56%
Elsewhere, please specify where:	4	3%
Total	139	100%

Have you experienced positive mention in connection with the Danish Safer Hospital Programme? (tick off more than one, if applicable)

	Respondents	Percent
I have received positive mention myself	43	31%
My team has received positive mention	65	47%
My department has received positive mention	89	64%
I have not received positive mention in any of the above-mentioned contexts	24	17%
Total	139	100%

Where have you experienced positive mention in connection with the Danish Safer Hospital Programme (tick off more than one, if applicable)

	Respondents	Percent
On the hospital's intranet	81	69%
In an internal newsletter at the hospital	59	50%
In the hospital's staff magazine	31	26%
On the website of the Danish Safer Hospital Programme (e.g. in the log)	58	50%
Elsewhere in the internet	7	6%
In a local/regional newspaper	40	34%
On local/regional radio or tv	28	24%
In a national newspaper (e.g. Politiken, Berlingske, Jyllands-Posten, BT, Ekstra Bladet, Kristeligt Dagblad, Information)	9	8%
On national radio or tv	13	11%
In a professional journal (e.g. Sygeplejersken, Fagbladet FOA, Ugeskrift for Læger, Dagens Medicin or another journal)	26	22%
Elsewhere, please specify where:	15	13%
Total	117	100%

Which significance does it have for you to get media mention? – It gives me a sense that my efforts have been noticed

	Respondents	Percent
To a high extent	47	41%
To some extent	50	43%
To a small extent	18	16%
Not at all	1	1%
Total	116	100%

Which significance does it have for you to get media mention? – It creates a feeling of togetherness in the department and increases the feeling of working for a common cause

	Respondents	Percent
To a high extent	59	51%
To some extent	50	43%
To a small extent	6	5%
Not at all	0	0%
Total	115	100%

Which significance does it have for you to get media mention? – It increases job satisfaction and the desire to work for continuous improvements

	Respondents	Percent
To a high extent	62	54%
To some extent	46	40%
Total	108	100%

To a small extent	6	5%
Not at all	1	1%
Total	115	100%

Which significance does it have for you to get media mention? – It increases the prestige associated with improvement work

	Respondents	Percent
To a high extent	43	37%
To some extent	50	43%
To a small extent	19	17%
Not at all	3	3%
Total	115	100%

Which significance does it have for you to get media mention? – It strengthens my professional pride

	Respondents	Percent
To a high extent	51	44%
To some extent	50	43%
To a small extent	11	10%
Not at all	3	3%
Total	115	100%

Which significance does it have for you to get media mention? – It makes me proud of my workplace and motivates me to make an extra effort

	Respondents	Percent
To a high extent	53	46%
To some extent	50	43%
To a small extent	9	8%
Not at all	3	3%
Total	115	100%

Which significance does it have for you to get media mention? – I don't think I would notice it if my workplace was mentioned in the media

	Respondents	Percent
To a high extent	7	6%
To some extent	16	14%
To a small extent	33	29%
Not at all	59	51%
Total	115	100%

You have not experienced that your own or your team's/department's patient safety work has been mentioned. How much do you agree or disagree with the following statement? – I have missed positive mention of our work

	Respondents	Percent
I agree	9	39%
I do not agree or disagree	6	26%
I disagree	5	22%
Don't know	1	4%
Not applicable	2	9%
Total	23	100%

You have not experienced that your own or your team's/department's patient safety work has been mentioned. How much do you agree or disagree with the following statement? – We have not been mentioned, even if we have better results than those mentioned in the media

	Respondents	Percent
I agree	2	9%
I do not agree or disagree	5	22%
I disagree	5	22%
Don't know	4	17%
Not applicable	7	30%
Total	23	100%

You have not experienced that your own or your team's/department's patient safety work has been mentioned. How much do you agree or disagree with the following statement? – I think it is unfair that another team/other teams or departments have received positive mention, when we actually have better results than they have

	Respondents	Percent
I agree	3	13%
I do not agree or disagree	4	17%
I disagree	7	30%
Don't know	3	13%
Not applicable	6	26%
Total	23	100%

How would you prefer to receive mention if you are to have a sense that your own efforts or those of your team/department have being noticed? (tick off max. 3)

	Respondents	Percent
On the hospital's intranet	58	43%
In an internal newsletter at the hospital	50	37%
In the hospital's staff magazine	27	20%
On the website of the Danish Safer Hospital Programme (e.g. in the log)	38	28%
Elsewhere in the internet	1	1%
In a local/regional newspaper	35	26%
On local/regional radio or tv	18	13%
In a national newspaper (e.g. Politiken, Berlingske, Jyllands-Posten, BT, Ekstra Bladet, Kristeligt Dagblad, Information)	31	23%
On national radio or tv	34	25%
In a professional journal (e.g. Sygeplejersken, Fagbladet FOA, Ugeskrift for Læger, Dagens Medicin or another journal)	65	48%
Elsewhere, please specify where:	3	2%
Don't know	3	2%
Total	135	100%

Which media in particular can increase the prestige associated with improvement work through positive mention? (tick off max. 3)

	Respondents	Percent
On the hospital's intranet	32	24%
In an internal newsletter at the hospital	29	21%
In the hospital's staff magazine	18	13%

On the website of the Danish Safer Hospital Programme (e.g. in the log)	22	16%
Elsewhere in the internet	1	1%
In a local/regional newspaper	40	30%
On local/regional radio or tv	24	18%
In a national newspaper (e.g. Politiken, Berlingske, Jyllands-Posten, BT, Ekstra Bladet, Kristeligt Dagblad, Information)	50	37%
On national radio or tv	54	40%
In a professional journal (e.g. Sygeplejersken, Fagbladet FOA, Ugeskrift for Læger, Dagens Medicin or another journal)	70	52%
Elsewhere, please specify where:	0	0%
Don't know	5	4%
Not applicable	3	2%
Total	135	100%

Which media in particular can increase professional pride through mention?(tick off max. 3)

	Respondents	Percent
On the hospital's intranet	35	26%
In an internal newsletter at the hospital	37	28%
In the hospital's staff magazine	23	17%
On the website of the Danish Safer Hospital Programme (e.g. in the log)	26	19%
Elsewhere in the internet	1	1%
In a local/regional newspaper	23	17%
On local/regional radio or tv	18	13%
In a national newspaper (e.g. Politiken, Berlingske, Jyllands-Posten, BT, Ekstra Bladet, Kristeligt Dagblad, Information)	38	28%
On national radio or tv	37	28%
In a professional journal (e.g. Sygeplejersken, Fagbladet FOA, Ugeskrift for Læger, Dagens Medicin or another journal)	94	70%
Elsewhere, please specify where:	3	2%
Don't know	3	2%
Not applicable	2	1%
Total	134	100%

Have you experienced a reaction from your colleagues when you, your team or your department has been mentioned in one of the media?

	Respondents	Percent
Yes	78	68%
No	36	32%
Total	114	100%

How did your colleagues react?

	Respondents	Percent
Mainly positively	67	86%
Neutrally	9	12%
Mainly negatively	1	1%
Specifying comments, if any:	1	1%
Total	78	100%

Which disadvantages or negative consequences may be associated with media mention?

	Respondents	Percent
It may be time-demanding (e.g. to talk to reporters)	18	16%
It may be transgressive (e.g. having reporters visit your department/being in the media oneself)	31	27%
I may have negative reactions (e.g. from colleagues)	10	9%
It may have negative consequences for other parts of the hospital	2	2%
Other, please specify:	5	4%
No disadvantages	28	25%
Don't know	20	18%
Total	114	100%

In which of the media would the following disadvantages be most prominent?
– It may be time-demanding (e.g. to talk to reporters)

	Respondents	Percent
Internal media at the hospital	3	5%
The website of the Danish Safer Hospital Programme (e.g. in the log)	1	2%
Local newspaper/local radio/tv	6	9%
National newspaper	6	9%
National radio or tv	16	24%
Professional journals	5	8%
Don't know	18	27%
Not applicable	11	17%
Total	66	100%

In which of the media would the following disadvantages be most prominent? –
It may be transgressive (e.g. having reporters visit your department/being in the media oneself)

	Respondents	Percent
Internal media at the hospital	1	2%
The website of the Danish Safer Hospital Programme (e.g. in the log)	1	2%
Local newspaper/local radio/tv	5	8%
National newspaper	7	11%
National radio or tv	26	39%
Professional journals	1	2%
Don't know	17	26%
Not applicable	8	12%
Total	66	100%

In which of the media would the following disadvantages be most prominent? I
may have negative reactions (e.g. from colleagues)

	Respondents	Percent
Internal media at the hospital	8	12%
The website of the Danish Safer Hospital Programme (e.g. in the log)	0	0%
Local newspaper/local radio/tv	3	5%
National newspaper	0	0%
National radio or tv	8	12%

Professional journals	2	3%
Don't know	25	38%
Not applicable	20	30%
Total	66	100%

In which of the media would the following disadvantages be most prominent? – It may have negative consequences for other parts of the hospital

	Respondents	Percent
Internal media at the hospital	7	11%
The website of the Danish Safer Hospital Programme (e.g. in the log)	0	0%
Local newspaper/local radio/tv	2	3%
National newspaper	1	2%
National radio or tv	6	9%
Professional journals	1	2%
Don't know	32	48%
Not applicable	17	26%
Total	66	100%

Do you have a special whiteboard in your department, where you write your latest results from your work with the Danish Safer Hospital Programme?

	Respondents	Percent
Yes	120	90%
No	14	10%
Total	134	100%

Does the hospital use whiteboards, where the latest results from the Danish Safer Hospital Programme are displayed?

	Respondents	Percent
Yes	9	100%
No	0	0%
Total	9	100%

Can patients and their relatives see the whiteboards?

	Respondents	Percent
Yes	83	69%
No	33	28%
Don't know	4	3%
Total	120	100%

How much do you agree with the following statement on the significance of the whiteboard for patient safety work in your department? – When I can keep tabs on the latest results, it makes me want to improve the results

	Respondents	Percent
I agree	89	67%
I do not agree or disagree	19	14%
I disagree	7	5%
Don't know	11	8%
Not applicable	7	5%
Total	133	100%

How much do you agree with the following statement on the significance of the whiteboard for patient safety work in your department? – If I see a bad result, I lose my motivation to do better

	Respondents	Percent
I agree	2	2%
I do not agree or disagree	14	11%
I disagree	104	78%
Don't know	7	5%
Not applicable	6	5%
Total	133	100%

How much do you agree with the following statement on the significance of the whiteboard for patient safety work in your department? – If I see a bad result, I want to do better

	Respondents	Percent
I agree	111	83%
I do not agree or disagree	10	8%
I disagree	2	2%
Don't know	5	4%
Not applicable	5	4%
Total	133	100%

How much do you agree with the following statement on the significance of the whiteboard for patient safety work in your department? – If I see a good result, I want to sustain and improve the good results

	Respondents	Percent
I agree	115	86%
I do not agree or disagree	9	7%
I disagree	1	1%
Don't know	3	2%
Not applicable	5	4%
Total	133	100%

How much do you agree with the following statement on the significance of the whiteboard for patient safety work in your department? – If I see a good result, I don't think I need to do extra work for patient safety

	Respondents	Percent
I agree	2	2%
I do not agree or disagree	17	13%
I disagree	103	77%
Don't know	4	3%
Not applicable	7	5%
Total	133	100%

How much do you agree with the following statement on the significance of the whiteboard for patient safety work in your department? – I keep an eye on the numbers from day to day; if, for example, it has been many days since a patient had a pressure ulcer, it is too bad if the number suddenly goes down to zero

	Respondents	Percent
I agree	85	64%
I do not agree or disagree	21	16%
I disagree	11	8%
Don't know	6	5%

Not applicable	10	8%
Total	133	100%

How much do you agree with the following statement on the significance of the whiteboard for patient safety work in your department? – The whiteboard reminds us what we need to do to sustain a high level of patient safety in our daily work

	Respondents	Percent
I agree	89	67%
I do not agree or disagree	21	16%
I disagree	9	7%
Don't know	8	6%
Not applicable	6	5%
Total	133	100%

How much do you agree with the following statement on the significance of the whiteboard for patient safety work in your department? – When staff can keep tabs on the latest results every day, they want to improve results

	Respondents	Percent
I agree	9	100%
I do not agree or disagree	0	0%
I disagree	0	0%
Don't know	0	0%
Not applicable	0	0%
Total	9	100%

How much do you agree with the following statement on the significance of the whiteboard for patient safety work in your department? – The whiteboards are a good tool for executive hospital management to communicate with departments about patient safety

	Respondents	Percent
I agree	7	78%
I do not agree or disagree	2	22%
I disagree	0	0%
Don't know	0	0%
Not applicable	0	0%
Total	9	100%

How much do you agree with the following statement on the significance of the whiteboard for patient safety work in your department? – The whiteboards remind staff what it takes to sustain a high level of patient safety in our daily work

	Respondents	Percent
I agree	9	100%
I do not agree or disagree	0	0%
I disagree	0	0%
Don't know	0	0%
Not applicable	0	0%
Total	9	100%

How much do you agree with the following statement on the significance of the whiteboard for patient safety work in your department? – The whiteboards are confusing or disturbing

	Respondents	Percent
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I agree	0	0%
I do not agree or disagree	0	0%
I disagree	8	89%
Don't know	0	0%
Not applicable	1	11%
Total	9	100%

How much do you agree with the following statement on the significance of the whiteboard for patient safety work in your department? – The whiteboards are a waste of time for staff

	Respondents	Percent
I agree	0	0%
I do not agree or disagree	0	0%
I disagree	9	100%
Don't know	0	0%
Not applicable	0	0%
Total	9	100%

How much do you agree with the following statement on the significance of the whiteboard in general? – Patients have a right to know the quality of our department

	Respondents	Percent
I agree	115	86%
I do not agree or disagree	8	6%
I disagree	2	2%
Don't know	5	4%
Not applicable	3	2%
Total	133	100%

How much do you agree with the following statement on the significance of the whiteboard in general? – Patients and their relatives appreciate the whiteboards

	Respondents	Percent
I agree	31	23%
I do not agree or disagree	28	21%
I disagree	9	7%
Don't know	49	37%
Not applicable	16	12%
Total	133	100%

How much do you agree with the following statement on the significance of the whiteboard in general? – Patients and their relatives feel uncomfortable looking at the whiteboards

	Respondents	Percent
I agree	3	2%
I do not agree or disagree	19	14%
I disagree	46	35%
Don't know	49	37%
Not applicable	16	12%
Total	133	100%

How much do you agree with the following statement on the significance of the whiteboard in general? – I have had patients and relatives ask questions in relation to the whiteboard

	Respondents	Percent
		18

I agree	42	32%
I do not agree or disagree	14	11%
I disagree	28	21%
Don't know	24	18%
Not applicable	25	19%
Total	133	100%

How much do you agree with the following statement on the significance of the whiteboard in general? – It is unpleasant that patients and their relatives can check the work of the department

	Respondents	Percent
I agree	3	2%
I do not agree or disagree	14	11%
I disagree	95	71%
Don't know	5	4%
Not applicable	16	12%
Total	133	100%

How much do you agree with the following statement on the significance of the whiteboard in general? – Patients and their relatives do not care about the whiteboards

	Respondents	Percent
I agree	13	10%
I do not agree or disagree	29	22%
I disagree	30	23%
Don't know	46	35%
Not applicable	15	11%
Total	133	100%

How much do you agree with the following statement on the significance of the whiteboard in general? – The whiteboards are a waste of time for staff

	Respondents	Percent
I agree	4	3%
I do not agree or disagree	17	13%
I disagree	97	73%
Don't know	9	7%
Not applicable	6	5%
Total	133	100%