

**Practice Environment Scale for Home Healthcare (a revised short form):**

**Instructions:** For each item, please circle the appropriate number to indicate the extent to which you agree that the condition exists in your current workplace.

Please answer from the perspective of either manager or staff. Managers should answer whether they are able to provide this to their staff. Healthcare professional staff include nurses, physical therapists, occupational therapists, speech-language-hearing therapists, etc.

No.	Item	Strongly disagree	Disagree	Agree	Strongly agree
1	My manager is a good manager and leader.	1	2	3	4
2	Managers monitor the work of staff members and support them in order to develop their ability.	1	2	3	4
3	My manager consults with staff on daily problems and procedures.	1	2	3	4
4	Active staff development or continuing education programs for healthcare professionals.	1	2	3	4
5	There are opportunities for all healthcare professional staff members, full-time and part-time, for learning how to provide high-quality care. (e.g., outside seminars, in-service training, case studies.)	1	2	3	4
6	A clear philosophy of service that pervades the patient care environment.	1	2	3	4
7	The work environment allows you to share your opinions or questions based on your healthcare professionals' judgment with your colleagues (nurses or other disciplines), either directly or via another person.	1	2	3	4
8	The work environment allows you to share your opinions or questions based on your healthcare professionals' judgment with professionals in other agencies, either directly or via another person.	1	2	3	4
9	The agency staff members consider mistakes as learning opportunities rather than occasions for blaming.	1	2	3	4
10	There is a system for dealing with complaints from patients or family members in a timely manner.	1	2	3	4
11	You can report your questions or concerns about your patient visits to your supervisor, and consult with her/him, on the same day they arise.	1	2	3	4
12	Your agency can give you advice immediately when you contact them as you are having problems at a patient's house.	1	2	3	4
13	Your current workload allows you to have enough time for your private life or family.	1	2	3	4
14	Your days off are assured	1	2	3	4
15	Your work schedule is flexible and able to be adjusted in case of emergency.	1	2	3	4
16	Collaboration (joint practice) between healthcare professionals and physicians.	1	2	3	4
17	A lot of teamwork between healthcare professionals and physicians.	1	2	3	4
18	Physicians and healthcare professionals have good working relationships.	1	2	3	4
19	A case manager who visits clients can have their assigned clients switched by mutual agreement with their supervisor as needed, considering their compatibility.	1	2	3	4
20	A case manager who visits clients is assigned based on consideration of his or her experience, and strengths and weaknesses.	1	2	3	4
21	A case manager who visits clients can have their assigned clients switched by mutual agreement with their supervisor as needed, based on aspects of the maintenance or improvement of the quality of care.	1	2	3	4

Each subscale score was calculated as the average of the responses to the questions on each subscale.

The composite score was calculated as the average of the seven subscale scores.

The seven subscales were as follows: 1. Manager ability, leadership, and support of healthcare professionals (items 1, 2, and 3); 2. Foundations for quality of care (items 4, 5, and 6); 3. Good relationships among multiple disciplines inside and outside of the organization (items 7, 8, and 9); 4. System for sharing the information required for care (items 10, 11, and 12); 5. Personnel system that enables work-life balance (items 13, 14, and 15); 6. Collegial relationship between healthcare professionals in the organization and the physician (items 16, 17, and 18); 7. Appropriate assignment of a case manager (items 19, 20, and 21).