

CASE STUDY

BETERRA HEALTH × FLORIDA HOSPITAL ASSOCIATION

From Survey to System

How nine years of partnership between Beterra Health and the Florida Hospital Association built the state's first, and only, statewide patient safety culture infrastructure.

KEY MILESTONES

2016	Florida's first statewide safety culture benchmark
2020	13% second victim rate surfaced statewide, first of its kind
2024	79% avg. response rate vs. 52% national · 75,687 participants
2025+	100+ hospitals · #1 AHCA data contributor in Florida

ABOUT THE PARTNERSHIP

Beterra × Florida Hospital Association

The FHA–Beterra partnership, active since 2016 through the HIIN initiative, created Florida's first and only statewide hospital patient safety culture benchmark. Today it serves as the compliance backbone for AHCA public safety culture reporting.

SETTING

Florida Hospitals · Statewide

PARTNERSHIP START

2016 · HIIN Collaboration

SCALE (2024)

100+ Hospitals · 75,687 Participants

FRAMEWORK

Safety Culture · AHCA Compliance · ACT Platform

KEY RESULTS

79%

Avg. response rate vs. 52% national (2024)

+27pp

Above national average response rate

72.8%

Florida OPRR, above 71% national avg.

9,760

Second victims identified statewide

Systematic Measurement at Scale

In 2016, safety culture in Florida hospitals was largely unmeasured, and that was the problem.

Not for lack of evidence that it mattered. The research had been clear for years: how staff communicate about errors, whether leadership responds to near misses without blame, and how well teams function under pressure. These aren't soft management concerns. They are some of the strongest predictors of whether patients are harmed.

Yet, most Florida hospitals had no systematic way to measure safety culture, no meaningful peer comparison, and no infrastructure to act on what they found.

The **Florida Hospital Association** (FHA), representing more than 200 hospitals statewide, clearly recognized the gap. With regulatory pressure building, including eventual mandates from the Agency for Health Care Administration (AHCA) requiring public submission of safety culture data, FHA needed something more than a survey vendor. It needed a partner willing to build something that had never existed: a statewide infrastructure to measure, benchmark, and continuously improve patient safety culture across Florida.

Florida became the first state in the nation to require safety culture measurement. That made establishing the foundation not only operationally important but also historically significant.

Nine Years, One Continuous Thread

In 2016, FHA hired Beterra to manage the AHRQ Hospital Survey on Patient Safety Culture (HSOPS) for an initial group of 11 member hospitals. The scope was deliberately modest: distribute the survey, set up the technology, secure meaningful response rates, and provide analytics that hospital leaders could easily use. What Beterra delivered in that first cycle, Florida's first-ever statewide patient safety culture benchmark, exceeded both organizations' initial expectations. It also laid the groundwork for everything that followed.

From the beginning, Beterra operated based on a principle that set it apart from typical survey vendors: measurement without action is just data collection. Every part of the program was designed around the question of what happens after the results are received.

Year by Year: How the Program Grew

From a modest survey administration contract with 11 hospitals to a statewide quality and safety infrastructure serving 100+ hospitals and health systems. The evolution tracks one continuous thread of trust, capability, and measurable impact.

2016

11 hospitals. 4,362 survey responses across 146 unit-level “micro-cultures.” Florida’s first-ever statewide patient safety culture benchmark established. Overall response rate 60%, five points behind the national average, with the entire gap ahead still to close.

2017

25 hospitals. 14,967 survey responses. Year-over-year trend analysis introduced for the first time. Florida hospitals can now track their own trajectory, not just a single snapshot. 11 of 16 returning facilities improve their Overall Percent Positive Response. FHA statewide benchmark: 65.7%.

2018

12 hospitals. 8,920 total responses. Beterra’s “Journey to Zero Harm” framework introduced, connecting safety culture to patient outcomes, staff safety, and patient experience as a unified system. The Net Promoter Score is added, linking staff engagement to safety culture scores.

2020

14 hospitals. 11,113 responses, the highest volume to date, achieved despite COVID-19. 11 of 14 facilities meet or exceed the 60% response target. A finding stops hospital leaders cold: **13% of FHA respondents** (nearly 1,400 staff) identify as “second victims,” experiencing anxiety, depression, or serious doubt about their ability to continue practicing after a patient safety event.

2024

65 facilities. 75,687 survey participants. Average response rate 79%, 27 points above the 52% national average, with three facilities hitting 100%. Florida’s Overall Percent Positive Response: 72.8%, exceeding the 71% national average. Approx. 9,760 second victims identified statewide; caregiver support rates varying from 17% to 67% across facilities.

2025+

100+ hospitals and health systems. Beterra serves as FHA’s technical advisor for AHCA compliance, has worked directly with the agency to validate submission software and data pipelines, and is the most significant data contributor to AHCA’s statewide public safety culture reporting program.

More Than a Platform

The evolution of this partnership mirrors Beterra's evolution as a company. What began as a survey administration contract became, over nine years, something that didn't exist before: a comprehensive, statewide infrastructure for patient safety culture improvement built specifically for Florida's regulatory environment, hospital landscape, and improvement priorities.

Florida's First and Only Statewide Hospital Safety Culture Benchmark

Before this partnership, Florida hospitals could only compare themselves to the national AHRQ database. Useful, but one that tells a hospital in Tampa how it compares to a hospital in rural Montana. It says nothing about where they stand relative to BayCare, Jackson Health System, or Baptist Health South Florida. The FHA–Beterra benchmark provides a Florida peer comparison across all 12 HSOPS composites, segmented by bed size, care setting, and role type, updated annually since 2016. That is a data asset that exists nowhere else.

AHCA Compliance, Built In

Beterra worked directly with AHCA to validate data pipelines and submission software. Today Beterra is the most significant data contributor to AHCA's statewide reporting program. For FHA member hospitals, AHCA compliance isn't a separate workstream. It's built into the survey process itself, handled end-to-end without requiring internal analytics capacity at each facility.

Subject Matter Depth, Not Just Software

Beterra's engagement with FHA's Quality Council goes well beyond presenting data. Beterra has co-designed improvement frameworks, built best-practice guidance for unit-level action planning, presented benchmarking findings at quality forums, and supported FHA's legislative strategy with data-driven analysis when the AHCA mandate was being shaped.

The ACT Platform: Where the Data Becomes Action

ACT gives leaders at every level what most safety culture platforms don't:

- **Florida-specific peer benchmarking** segmented by bed size, care setting, and role.
- **Leadership vs. frontline perception gap analysis**, surfacing the field's most dangerous blind spot.
- **Unit-level risk scoring** combining safety culture scores, second victim rates, and engagement data.
- **Structured action planning tools** with ownership assignment and progress tracking.
- **Automated regulatory submissions** to AHCA and AHRQ.

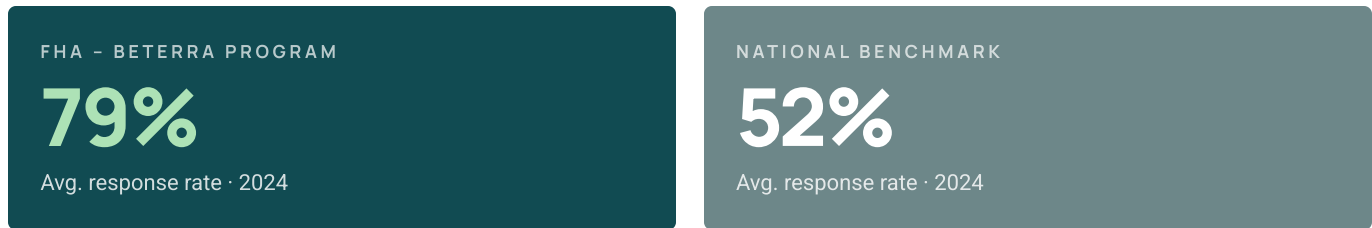
Nine Years of Measurable Impact

The FHA–Beterra program has produced statewide outcomes unmatched by any comparable partnership in U.S. healthcare.



Response Rates: What Trust Looks Like in the Data

Survey response rates are a leading indicator of organizational trust. When staff believe their responses are anonymous, their feedback will be heard, and the organization will actually act on results. They participate. The FHA–Beterra program’s trajectory tells a clear story: from 60% in 2016 to 79% in 2024, 27 percentage points above the 52% national norm, with three facilities hitting 100%. Beterra’s own analysis found weak correlation between response rate and safety culture perceptions, meaning this is not a participation bias story. Florida hospitals are genuinely more engaged.



Safety Culture Scores: What the Data Shows

Florida’s Overall Percent Positive Response reached 72.8% in 2024, 1.8 points above the national average of 71%. The state started this program 5 points behind national norms in 2016. It now leads them. Beterra’s analysis found that organizational learning and continuous improvement (implementing local action plans) is the single strongest predictor of overall safety culture scores ($r = 0.938$).

The Second Victim Finding

One of the most consequential things Beterra’s work has surfaced isn’t a composite score. It’s a question.

In the past year, did a patient safety event cause you to experience anxiety, depression, or doubt about whether you could continue doing your job? In 2020, 13% of FHA respondents said yes. In 2024, Beterra identified approximately **9,760 second victims** across the Florida benchmark, roughly 12.9% of all respondents. ICU staff topped the list at nearly 20%. Caregiver support rates vary from 17% to 67% across facilities. That data doesn’t appear in any CMS quality report. It exists because FHA and Beterra built the infrastructure to ask the question, and because enough hospital staff trusted the process to answer honestly.



THE PARTNERSHIP TODAY

A Statewide Infrastructure

Nine years in, the Beterra–FHA relationship has become something neither organization fully anticipated at the outset. What started as a survey administration contract is now a statewide quality and safety infrastructure, integrating patient safety culture, staff wellbeing, patient experience, regulatory compliance, and legislative strategy into a single, coherent program.

For Beterra, the FHA partnership represents the clearest proof of what this work is for. Not delivering a survey. Not producing a report. Building the infrastructure that makes it harder for patients to get hurt: systematically, durably, across an entire state.

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SIMPLIFYING HEALTHCARE IMPROVEMENT

**Beterra is a healthcare technology company
focused on building tools for safety, quality,
and staff engagement.**

Our solutions help healthcare leaders accelerate improvement through the collection, analysis, and intelligent use of safety, quality, and feedback data, reducing administrative burden while making performance data actionable across every level of the organization.

**SAFETY CULTURE &
BENCHMARKING**

Florida-specific benchmarks, AHRQ HSOPS surveys, AHCA-compliant submissions, and unit-level analytics

ACT PLATFORM

Structured improvement tracking, action planning tools, leader engagement dashboards, and automated regulatory submissions

**CAREGIVER
SUPPORT &
ENGAGEMENT**

Second victim identification, NPS tracking, staff engagement surveys, and real-time frontline feedback loops

Explore our work at www.beterra.com

Contact us at hello@beterra.com