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<p>Introduction:</p> <p>Risk management is essential in welfare facilities, yet research lags behind medicine and other industries, with limited focus on visiting services. This study examined differences in safety culture awareness by staff role (field vs. non-field) and service type.</p> <p>Method:</p> <p>An anonymous web survey was distributed to all 2,231 employees of Company A, a nationwide care provider. Services include home care, visiting nursing, facilities, and training. Conducted from August 14 to September 3, 2023, it yielded 683 responses (30.6%); after exclusions, 586 were analyzed.</p> <p>Results:</p> <p>Field staff rated “Reporting Culture” and “Just Culture” lower than non-field staff. Visiting services showed weaker safety culture than facility services. Administrative staff also scored low on “Just Culture.” Staffing shortages were noted across industries.</p> <p>Discussion:</p> <p>Safety culture was generally established, but visiting services lagged in communication and organizational learning. Non-field staff, mainly managers, rated higher, suggesting communication gaps. Staffing issues, especially in 24-hour intensive care, require improved conditions. Systematic learning structures could support visiting services.</p> <p>Conclusion:</p> <p>Communication gaps and staffing shortages remain key challenges. Facility services showed stronger cultures than home care. Broader studies and higher response rates are needed in future research.</p>	

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