

Safety Climate Survey

Safety in Practice Learning Session
2nd November 2015

Developing your Safety Culture

- Measuring your culture
- Discussing and reflecting on results
- Improving it

Measuring safety culture

- 5 domains
 - Communication
 - Workload
 - Leadership
 - Teamwork
 - Safety systems and learning

Measuring safety culture

- Every member of staff
- <https://www.surveymonkey.com/r/CXFTTB>
- Several statements in each domain
- Scored from “not at all” (1) to “to very great extent” (7)
- Should take less than 10 minutes per staff member

Measuring safety culture

- NB The survey measures staff **perceptions** in each domain

Overview of last year's results

- 11 Practices
- 190 respondents

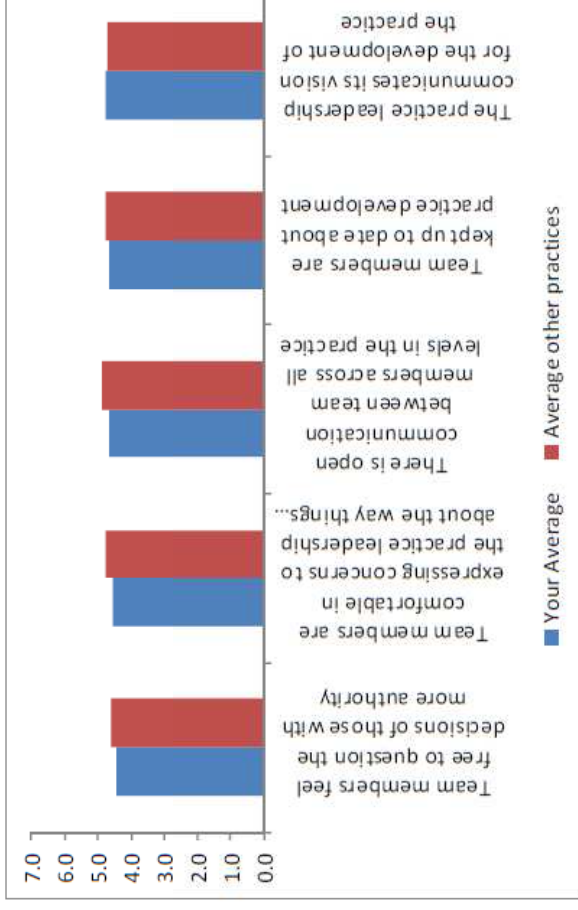
Safety in Practice – Safety Climate Report

Communication - All responses to date (n=190)

Summary	
Your Average	Other Practices Average
4.6	4.8

This factor covers: honest discussion between team members at all levels and freedom to challenge; understanding of practice developments and management decision managers, expressing their concerns, openness of communication at all levels, and whether staff are kept up to date with current developments and overall vision of leaders

Questions/Statement	Your Average	Average other practices
Team members feel free to question the decisions of those with more authority	4.4	4.6
Team members are comfortable in expressing concerns to the practice leadership about the way things are done in the practice	4.6	4.8
There is open communication between team members across all levels in the practice	4.6	4.9
Team members are kept up to date about practice development	4.6	4.8
The practice leadership communicates its vision for the development of the practice	4.8	4.7



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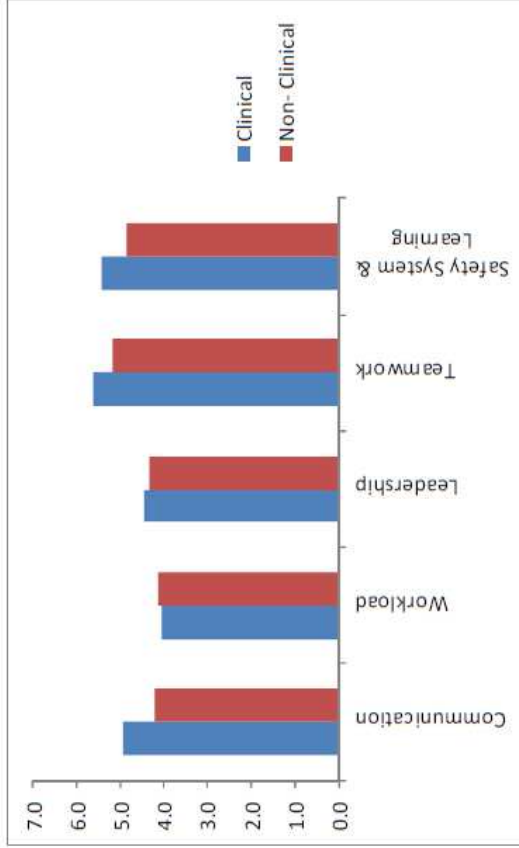
Comparisons: Clinical and Non-Clinical- All responses to date (n=190)

	Clinical	Non-Clinical
Communication	5.0	4.2
Workload	4.1	4.2
Leadership	4.5	4.3
Teamwork	5.6	5.2
Safety System & Learning	5.4	4.9

Clinical: includes all practice employed medical and nursing staff and phlebotomists

Non-Clinical: includes all other practice employed staff

Scale 1: not at all, 7: to a very great extent



This report is not the end point

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Next steps

- Share the results with the whole practice

Discuss and reflect

- Step 1 – Identify the number of team members who participated
 - Did everyone complete the survey?
 - The greater the proportion who completed the survey the more confidence you can have in the results

Discuss and reflect

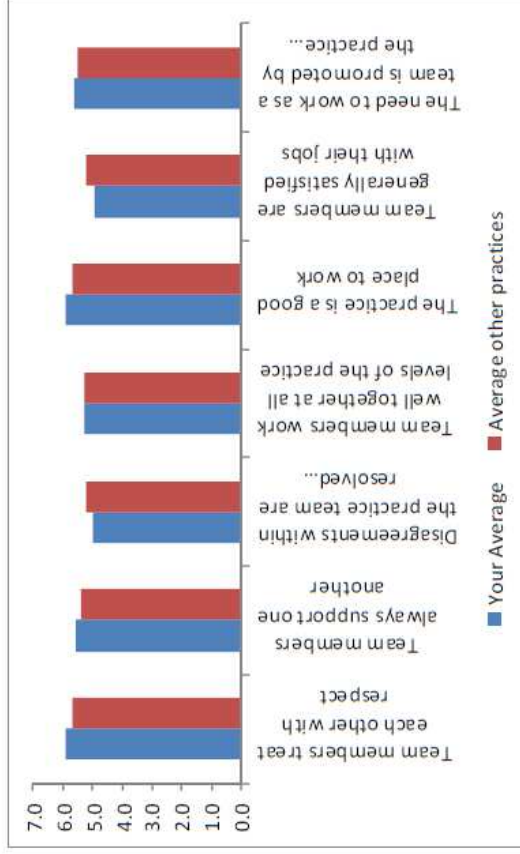
- Step 2 – Identify the Factor(s) that have the highest score

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Teamwork- All responses to date (n=190)

Summary	
Your Average	5.9
Other Practices Average	5.4

This factor covers: the importance of teamwork at all levels, amount of respect and support within teams, how disagreements are dealt with, level of job satisfaction



Teamwork	Your Average	Average other practices
Team members treat each other with respect	6.0	5.7
Team members always support one another	5.2	5.4
Disagreements within the practice team are resolved appropriately	5.3	5.2
Team members work well together at all levels within the practice	5.0	5.3
The practice is a good place to work	6.3	5.7
Team members are generally satisfied with their job	5.5	5.2
The need to work well as a team is promoted by the practice leadership	5.5	5.5

Discuss and reflect

- Step 2 – Identify the Factor(s) that have the highest score
 - Is there evidence this reflects reality?
 - Why do you believe this factor has the highest score?
 - How has this been achieved?
 - What can we learn from this?

Discuss and reflect

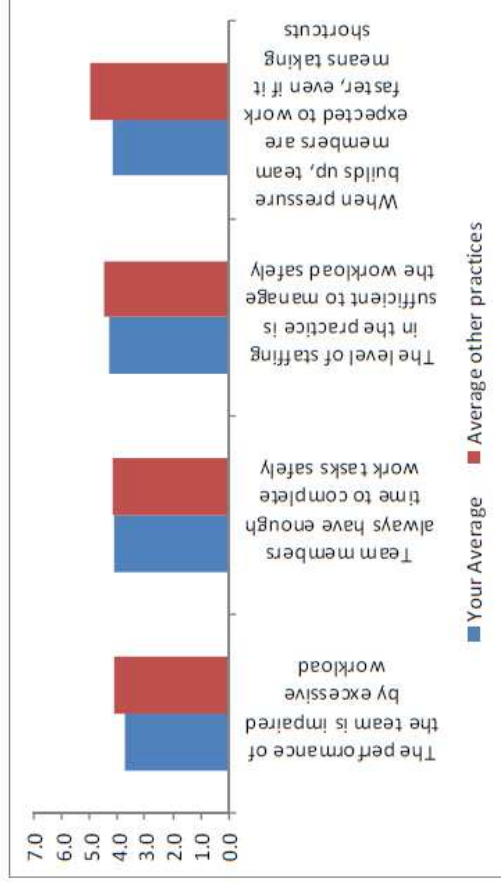
- Step 3 – Identify the Factor(s) that have the lowest score

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Workload- All responses to date (n=190)

Summary	
Your Average 4.1	Other Practices Average 4.4

This factor covers: impairment of performance by excessive workload, staffing levels, time constraints, and expectations of staff when working under pressure



Workload	Your Average	Average other practices
The performance of the team is impaired by excessive workload *	3.7	4.1
Team members always have enough time to complete work tasks safely	4.1	4.2
The level of staffing in the practice is sufficient to manage the workload safely	4.3	4.5
When pressure builds up, team members are expected to work faster, even if it means taking shortcuts *	4.2	5.0

Discuss and reflect

- Step 3 – Identify the Factor(s) that have the lowest score
 - Is there evidence this reflects reality?
 - Why do you believe this factor has the lowest score?
 - What actions can be taken to improve perceptions in this area?

Discuss and reflect

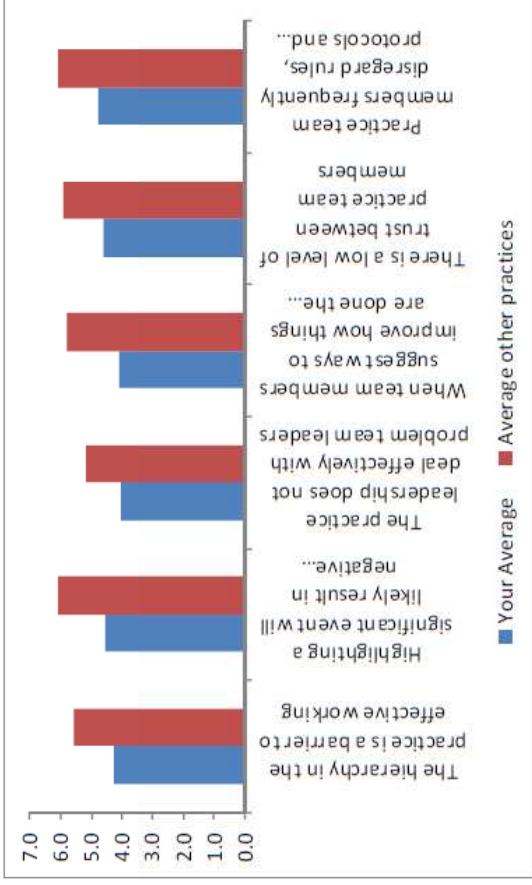
- Step 4 – Identify the Factor(s) that has the greatest difference to the average of other practices (positive or negative)

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Leadership- All responses to date (n=190)

Summary	
Your Average 4.3	Other Practices Average 5.8

This factor covers: whether hierarchy has detrimental effects on work, what are the consequences to staff who highlight significant events, effectiveness of leadership within teams, attitude of leaders towards staff suggestions, level of trust within teams, and staff attitude toward rules and procedures, whether leaders are open to suggestions for improvement



Leadership	Your Average	Average other practices
The hierarchy in the practice is a barrier to effective working *	5.0	5.6
Highlighting a significant event will likely result in negative repercussions for the person raising it*	5.3	6.1
The practice leadership does not deal effectively with problem team leaders *	4.5	5.2
When team members suggest ways to improve how things are done the practice leadership does not take this seriously*	4.8	5.8
There is a low level of trust between practice team members *	5.3	5.9
Practice team members frequently disregard rules, protocols and procedures *	5.4	6.1

Discuss and reflect

- Step 4 – Identify the Factor(s) that has the greatest difference to the average of other practices (positive or negative)
 - Is there evidence this reflects reality?
 - Why do you believe this factor has the greatest difference in score?

Discuss and reflect

- Step 5 – Are there any substantial differences between the staff groups?

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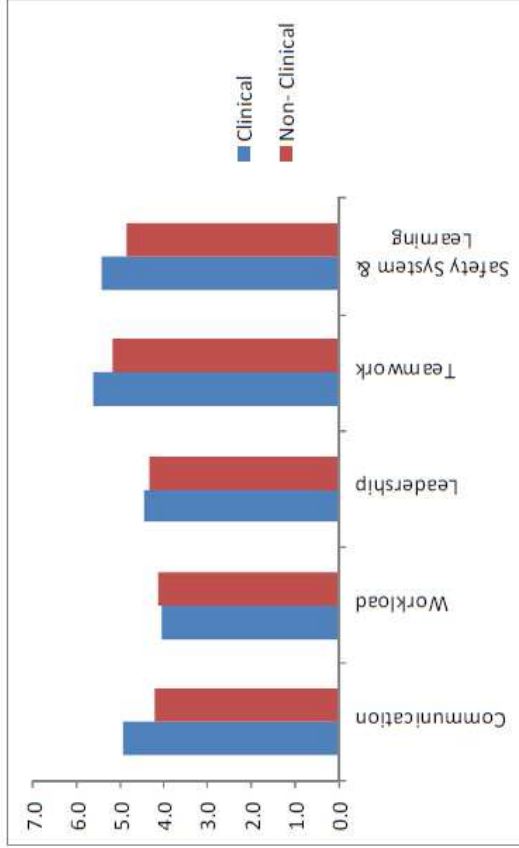
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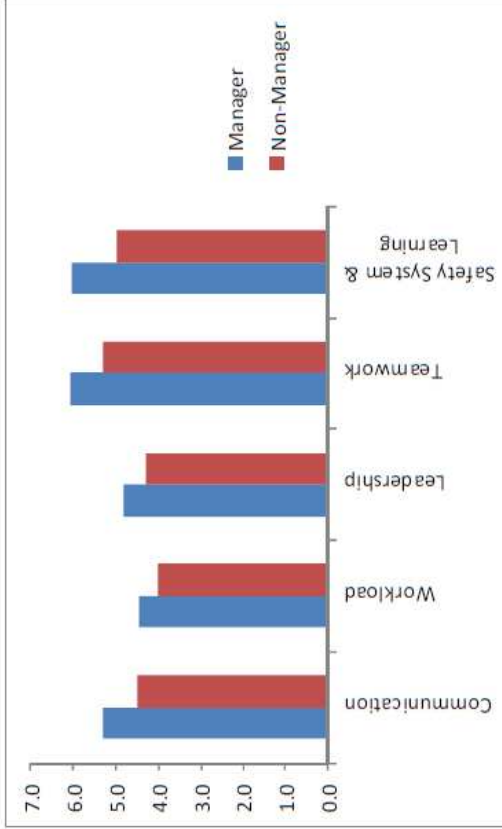
Comparisons: Manager and Non-Managers- All responses to date (n=190)

	Manager	Non-Manager
Communication	5.3	4.5
Workload	4.5	4.0
Leadership	4.8	4.3
Teamwork	6.1	5.3
Safety System & Learning	6.0	5.0

Management: includes GP partners and practice managers

Non-Management: includes all other practice employed staff

Scale 1: not at all, 7: to a very great extent



Discuss and reflect

- Step 5 – Are there any substantial differences between the staff groups?
 - Are there any obvious factor(s) where there is a significant difference?
 - Does one staff group generally have more positive perceptions than the others?
 - Why do you think this is the case?
 - What can be done to align the perceptions?

Discuss and reflect

- Step 6 – Compare the results to previous results (if applicable)
 - Are there any obvious changes in perceptions (positive or negative)?
 - What further actions could be taken to make a positive change in perceptions?

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Discuss, reflect and improve

- Step 7 – Summarise the main points from the other steps and agree on the next steps/actions