GUIDE TO IMPLEMENTING THE PHARMACY SAFETY CLIMATE SURVEY

If this is the first time you have completed the survey, use this guide or view the animation on our wepage:

spsp.scot/programmes/primary-care/pharmacy-in-primary-care

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Section 1: Preparing to complete the survey

How to set up the survey?

Within your pharmacy, the pharmacy manager or a nominated lead should administer the survey. It will take this person a couple of minutes to register their pharmacy on the system. After this, it will take each participant up to 10 minutes to complete the survey. This is an online survey – all participants will require access to the internet to complete it. However invitations to complete the survey (which contain the website link and a unique code) can either be sent electronically to an individual email address or downloaded and issued on paper.

When to complete the survey?
Please refer to [NHS Circular: PCA (P)(2016) 15](#) which identifies the dates for completion.

Who should participate in the survey?

We recommend that all pharmacy staff and anyone involved in or considered part of the pharmacy team complete the survey. However, it remains at the discretion of individual pharmacies to decide which staff groups they invite to participate.

Getting started

1. Pharmacy manager or nominated person accesses the webpage [www.pharmacysafetyclimate.com] and selects 'login'.
2. If this is the first time your pharmacy has conducted the survey, you will have to register. The user name is your pharmacy's dispenser (contractor) code – use the four-digit number only – please do not insert any letters before this. Create a password. There is a 'forgotten password' function if required (see Frequently Asked Questions).
3. Select the 'check current surveys' tab.
4. Select 'Add another staff member'.
   If you would like an automatic email invitation to be sent to a member of staff, please put their email address **and** tick the box 'Email address entered'. If the person does not have an email address, include the staff name and then you can download a paper copy invitation. Remember to add your own email!
5. Repeat step 4 until the names of all team members have been entered, then select 'save staff' under section 2. After you have saved the names, more names can still be added at any time **before the report is run**, as long as you 'save staff' again.
6. Next to each name there will be text showing 'not completed' and a link to download and/or print a paper copy of the invitation.
7. If a staff member does not have an email address, download and print each individual invitation. If you prefer to email the invitations yourself, download and email them through your NHS mail account. Distribute to named individuals.
8. **If you have entered a staff email address and ticked the box, an automatic invitation will be sent.**
   Note: Some email systems classify emails sent by the system as spam and move them to the 'junk' folder – particularly if you are using an nhs.net email. These should be moved to the recipient's inbox.

Completing the survey
- Each invitation letter includes the link to complete the survey, and an automatically generated unique code, to allow participants to take part in the survey.
- When staff members complete the survey, the text next to their names will change from 'not completed' to 'complete' to allow monitoring of response rates. Updates occur automatically each time you login.
- Before the next step, which is running the report, the pharmacy manager or nominated person should remind those who have not completed the survey to do so.

Section 2: Preparing to run your Safety Climate Survey Report

Running a report takes approximately 5-10 minutes.

Generating your Safety Climate Survey Report
- Login and select 'check current surveys'.
- Click on the 'review' button for the current batch.
- Select 'download report' twice and the report will be automatically generated.
- You can save a copy (in .pdf format) for further discussion. (Please note the first page will be blank).

Next steps

Conducting a safety climate survey and generating a report for your pharmacy team are important steps in building a strong and positive safety culture. We strongly encourage pharmacies to disseminate the report to everyone in their team, and to reflect on and discuss the findings during a dedicated meeting of the whole team.

General points:
- Reports can only be generated after at least three individual questionnaires have been completed.
- Once a report has been downloaded, pharmacy team members who did not complete the survey will be unable to participate unless a new 'batch' is created.
- Individual responses are not available to ensure participant anonymity.
- The report includes a comparison of your results with all other pharmacies who have completed the survey.
- The comparisons between managers and non-managers and clinicians and non-clinicians are only generated in the report when there are more than two managers or more than two clinicians in the team.

Section 3: Pharmacy Safety Climate Survey definitions

Safety Climate Survey – Definitions

Safety Culture
'The safety culture of an organisation is the product of individual and group values, attitudes, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organisation's health and safety programmes.'[1]

General Definitions

a) **Incident** – An event or circumstance that could have resulted (ie a near-miss) or did result in unnecessary damage, loss or harm, such as physical or mental injury to a patient or staff member (eg a labelling error, handing out a prescription to the wrong patient or a liquid spill on the floor).
b) **Pharmacy** – The pharmacy which is undertaking this survey.
c) **Safety** – For the purpose of this survey, 'safety' encompasses all safety issues in the community pharmacy setting that may impact on patients and staff. This includes medication and medical devices related to incidents that may impact on patient safety, and occupational health and safety incidents that may impact on the safe working practices of staff.
d) **Significant event** – Any event thought by anyone in the team to be significant to the care of patients or the conduct of the pharmacy.
e) **Standard Operating Procedures (SOPs)** – In community pharmacy, SOPs are documents that detail written instructions describing specific steps to follow in all activities within the workplace. In simple terms, it is a description of what is recommended as best practice for staff working in community pharmacy.
f) **Team members** – Any pharmacist and members of the pharmacy team, ie all types of pharmacists, pharmacy staff, pharmacy technicians, dispensers, counter assistants, regardless of their working pattern.

Section Definitions

a) **Teamwork** – this factor covers: the importance of teamwork at all levels, the amount of respect and support within teams, how disagreements are dealt with, level of job satisfaction.
b) **Leadership** – this factor covers: whether hierarchy has a detrimental effect 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 towards rules and procedures, whether leaders are open to suggestions for improvement.
c) **Safety systems & learning** – this factors covers: encouragement to highlight significant events, existence of procedures preventing significant events from occurring, participation of all staff members in the decision-making process for development of Standard Operating Procedures (SOPs), risk assessment, involvement of staff in significant events' analysis, extent to which pharmacy assesses risks and puts in place SOPs agreed with staff to promote safety. Staff development in patient safety and awareness of concerns of all team members.
d) **Communication** – this factor covers: honest discussion between team members at all levels and freedom to challenge; understanding of pharmacy developments and management decisions, whether staff feel comfortable questioning decision of 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.

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[1] Vincent C. Patient Safety, 2nd edn. Oxford: Wiley Blackwell; 2010

e) **Working conditions** – this factor covers: impairment of performance by excessive workload, staffing levels, time constraints, and expectations of staff when working under pressure.

Staff Definitions

a) **Management** – includes pharmacist contractors/owners and pharmacist managers. For the purpose of this survey, 'manager' only refers to the pharmacy owner or manager to whom staff report within this pharmacy practice/store. Higher levels of management, such as head office and regional managers in pharmacy chains, **are not** included.
b) **Non management** – includes all other pharmacy employed staff.
c) **Clinical** – includes all pharmacists, locum pharmacists, relief pharmacists, pre-registration pharmacists.
d) **Non Clinical** – includes all other pharmacy employed staff.

Negative Questions

Please note: where data for negative questions is presented (within both leadership and working conditions), the results have been reversed. This ensures that scoring is consistent throughout the report and a high score continues to be desirable.

Section 4: Sharing, Discussing and Reflecting on your report

Making the most of your survey report

The delivery of the survey results is not the end point in the survey process – it is just the beginning.

This report should ideally be shared with all members of your team.

A pharmacy team meeting should be arranged to discuss the report and a team member chosen to facilitate the group.

As a team it is suggested you reflect on the report identifying:

- **areas where the scores reflect a positive safety climate**

- **areas where the scores indicate safety climate might be developed in your team, and**

- **possible tests of change your team will take to develop your safety climate.**

Making the most of your safety climate survey report

The delivery of the report is one of the important steps in the process to build a strong and positive safety culture – it is **not** the end point. Further steps include the following:

- **Sharing** the results with **all** pharmacy team members, including those who did not participate.
- **Discussion and reflection** on the findings in the report. A pharmacy team meeting is the ideal setting for this.

The template below will help guide you to successfully facilitate your discussion, however it is completely flexible and you may choose to use all, parts, or none of it, depending on your individual pharmacy needs.

Step 1   Identify the number of team members that participated in the survey.

Reflective questions and *potential implications*:

– How many team members participated and how many were expected to have completed the survey? *A large proportion of participants is desirable to ensure the results reflect the perceptions of the whole pharmacy team.*

– Do the non-participants have specific characteristics in common? *If they do, it makes it more difficult to interpret the rest of the report with confidence.*

– Why did some team members not participate? *There may be opportunities to promote the survey, or reconsider the timing, eg school holidays.*

Step 2   Identify a safety climate factor(s) in a section (eg working conditions) that reflects a <u>positive</u> perception in the pharmacy (do not consider other pharmacies' scores yet).
Reflective questions and *potential implications*:

– Why do you think this positive perception is accurate? *Sometimes a positive perception and the reality do not quite 'match up'.*

– How has this been achieved? *This question is helpful to allow members to reflect on pharmacy and team strengths.*

– What lessons (if any) can be learned and what actions can be taken to ensure that this area stays positive or improves, and that can be transferred to other areas?

Step 3   Identify a safety climate factor(s) in a section (eg communication) that reflects a less positive perception in the pharmacy (do not consider other pharmacies' scores yet).
Reflective questions and *potential implications*:

– Why do you think this less positive perception is accurate?

– Why is this specific area perceived as less positive?

– What actions could be taken to improve perceptions in this area*? It may not always be possible or desirable to 'improve' given pharmacies' other priorities.*

Step 4   Compare your team's results to the average of other pharmacies. Look for differences and the size of those differences (if any).

Reflective questions and *potential implications*:

–   Are your scores (perceptions) mostly comparable? *This would be the case for the majority of teams and areas.*

–   Are there any areas where your perceptions are more positive or negative than average? *A difference does not imply 'better or worse' or 'right or wrong'. However it does provide an opportunity for reflection and consideration.*

–   What proof (if any) is there to substantiate the observed differences?

Step 5   Consider sections 2 and 3 (managers versus non-managers/clinical versus non-clinical) and look for any obvious differences between staff groups.

NB The comparisons between managers and non-managers and clinicians and non-clinicians are only generated in the report when there are more than three managers or more than three clinicians in the team.

Reflective questions and *potential implications*:

–   Are there any obvious differences between staff groups? More specifically, is one staff group constantly perceiving things more positively or negatively than another? *Is the difference only in one area? If there are differences between only one group, it is likely to be important.*

–   Why is there variation between groups? *This is a good opportunity to share individual experiences.*

–   How can perceptions be aligned (if this is considered important)? *It can be difficult and counter-productive to try and establish which group is 'right'.*

Step 6   Compare your current safety climate results with your previous perceptions (if applicable).

Reflective question and *potential implications:*

–   Are there noticeable differences (either more positive or more negative) in perceptions?

–   What more could (or should) be done at this stage?

Step 7   Take a few moments to summarise the main discussion and action points, and check for consensus.

Given all the questions and discussions so far:

–   Is there a specific climate area that should be further developed?

–   What 'tests of change', if any, could be made?

Guidance for the Safety Climate Survey Feedback Meeting

Introduction

The Safety Climate Survey is a useful tool for involving all staff in the pharmacy in a discussion around safety culture and systems. Once the survey has been completed and the results obtained, it is very important that staff receive feedback and are involved in a discussion about ideas for change.

In order to allow all staff to have a say, it is important that the feedback meeting is face to face and organised in such a way as to encourage participation by all members of staff. A flexible approach to how/when to hold meetings works best.

Meeting plan

1. Organising a 'meeting' for a time that the majority of staff can attend may present challenges - in practice the 'meeting' may take a number of formats: some ideas used by other pharmacy teams are listed below:

    - instead of one meeting, discuss results in a series of short meetings

    - analyse the results in chunks - eg communication at first meeting, working conditions at second meeting, etc

    - incorporate discussion of results into existing team meetings or Safety Huddles

    - for those with 10 or more staff, assign staff in groups of two or more to analyse a different section.

2. Provide copies of the survey results for staff to see – normally at least one between two.

3. You might want to consider outside facilitation if it is available. This might be available from your NHS board.

Activity
Welcome
Analysis of this year's results Explain how the results are presented. Don't give any opinions on the results at this stage – you don't want to influence the analysis. Work through the questions on the worksheet below for each area of the survey. Ask the group to concentrate on actions that the team could take forward to improve the safety climate culture. Ask one member from the group to make a note of the actions.
Analyse communication section
Analyse working conditions section
Analyse leadership section
Analyse teamwork section
Analyse safety systems and learning section.

Activity
Developing the Pharmacy Action Plan Go through the questions on the Safety Climate Survey Action Plan sheet. Concentrate on the question *"What steps will you take to improve these aspects of your safety culture?"*
Sum up and explain to the group how they will be kept informed of any developments. **Close**

Teamwork	
What aspects of teamwork do we currently do well? Can you identify ways in which teamwork could be improved? How do we improve job satisfaction and make the pharmacy a better place to work?	
Safety Systems and Learning	
What do we do well in this area? How well are Significant Event Analyses conducted in the pharmacy? In what areas could educational development be better supported?	
Communication	
What is working well? What hinders good communication? What ideas do you have to improve communication?	
Working conditions	
How do the working conditions here compare to other pharmacies? What can we do to improve the working conditions?	
Leadership	
How do the results compare to other pharmacies? Are there issues that the pharmacy does not take seriously or are there issues that are difficult to address? How can the leadership more effectively work with the whole team?	
Managers/Non-manager and Clinical/Non-clinical	
Try to identify any differences between managers and non-managers and clinical and non-clinical staff. Why might there be these differences? Can we change anything to align these scores?	

Safety Climate Survey - Pharmacy Action Plan

Please use this form to summarise your pharmacy discussions and action plan on your safety climate survey report.

Pharmacy Name:	
Pharmacy Dispenser (Contractor) Code:	
Date of team discussion:	

What positive aspects of your team's safety culture were highlighted in the report and your discussions?
What aspects of your safety culture do you as a team feel you could improve?
What steps will you take to improve these aspects of your safety culture?
What else might you change to improve your safety culture?

Section 5: Frequently Asked Questions

What do I do if I have forgotten my password?

You can reset your password by:
- Going to the login page
- Clicking 'Forgotten your password?'
- Entering your pharmacy's contractor code and email address.

A new password will be emailed to you.

(**Note**: only the person whose email address has been registered on the system (typically pharmacy manager or a nominated lead) can reset the password. If that person no longer works in the pharmacy, please contact the SPSP Primary Care team (hcis.psipcteam@nhs.net) with the new email address.)

I have received a new password but it does not work?

When you receive a new password, please retype it rather than copy and paste it in. If, however, you do decide to copy and paste the new password, please make sure that you do not copy a blank space after it. The system will recognise this blank space as an additional character and return an error.

I have tried to reset the password but I have not received an email with a new password?

If you have not received an email with your new password, please check your 'junk mail' folder – some email systems, particularly nhs.net, classify emails sent by the system as spam and move them to the 'junk' folder.

Our Pharmacy Manager has left and did not leave the password and their email address was registered on the system for our pharmacy?

To change the registered email address, please contact the team (see above) with the new email address.

I have added an incorrect email address or staff name to the system. Can this be removed?

If you have entered a name or email address incorrectly, you can simply leave it and re-enter the correct details. Even though the incorrect entry will show as 'not completed', once the report is run, they will not be taken into account when calculating the results. **If you require to remove a staff name or email address, please contact the team.**

I tried to produce a report but I have not received an email with the link?

If you have not received a link to the report, please check your 'junk mail' folder. Some email systems classify email from the safety climate system as spam and move them to your 'junk' folder.

If you are still experiencing problems, please contact the SPSP Primary Care team:

hcis.psipcteam@nhs.net

Section 6: Resources

NHS Education for Scotland: Significant Event Analysis Guidance for Community Pharmacy Teams
www.nes.scot.nhs.uk/media/1398834/nes_sea__guidance.doc.pdf
www.nes.scot.nhs.uk/education-and-training/by-discipline/pharmacy/about-nes-pharmacy/audit,-cpd,-sea/significant-event-analysis-for-pharmacy-staff.aspx

NHS Education for Scotland: Pharmacy – Personal development
http://www.nes.scot.nhs.uk/education-and-training/by-discipline/pharmacy/about-nes-pharmacy/educational-resources/resources-by-topic/personal-development.aspx

NHS Employers TEAM Toolkit
www.nhsemployers.org/~/media/956EE3D0CA694AA5BCCEF591EFD6531D.ashx

NHS Institute for Innovation and Improvement: Improvement Leaders' Guide Managing the human dimensions of change, Personal and organisational development
www.nhsiq.nhs.uk/media/2541077/improvement_leaders_guide_-_human_dimensions_of_change.pdf

NHS Institute for Innovation and Improvement: Improvement Leaders' Guide Working with groups
www.nhsiq.nhs.uk/media/2541087/improvement_leaders_guide_-_working_with_groups.pdf

NHS Institute for Innovation and Improvement: A handy guide to facilitation
http://www.institute.nhs.uk/images/documents/No_Delays/2010%20Handy%20Guide%20to%20Facilitation%20FINAL%20%28low-res%29.pdf

NHS Institute for Innovation and Improvement: Facilitator Toolkit
www.institute.nhs.uk/images/documents/No_Delays/2010%20Facilitator%20Toolkit%20WEB.pdf

NHSScotland Quality Improvement Hub
www.qihub.scot.nhs.uk/home.aspx
www.qihub.scot.nhs.uk/improvement-journey.aspx

Royal Pharmaceutical Society: Developing leadership
www.rpharms.com/developing-your-practice/developing-leadership.asp

Scottish Health Council: The participation toolkit
www.scottishhealthcouncil.org/patient__public_participation/participation_toolkit/the_participation_toolkit.aspx#.VqIyD5qLTcs

TED Talk, **Build a Tower, Build a Team**   Tom Wujec
www.ted.com/talks/tom_wujec_build_a_tower?language=en

Teampedia Tools for Teams
www.teampedia.net/wiki/index.php?title=Main_Page