Summary

Shows your pharmacy results in comparison with all other pharmacies who have completed the survey at the time of downloading your report.

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.

Working Conditions

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

Leadership

- this factor covers: whether hierarchy has 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.

Teamwork

- 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.

Safety Systems & Learning

- this factor covers: encouragement to highlight significant events, existence of procedures preventing significant events from occurring, participation of all staff members in decisions 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.
### Communication

#### Summary

<table>
<thead>
<tr>
<th></th>
<th>Your Average</th>
<th>Other Pharmacies Average</th>
<th>Your Average Last Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.3</td>
<td>5.8</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

#### Question/Statement

<table>
<thead>
<tr>
<th>Question/Statement</th>
<th>Your Average</th>
<th>Average Other Pharmacies</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Managers in this pharmacy seriously consider staff suggestions for improving safety</td>
<td>4.8</td>
<td>6.0</td>
</tr>
<tr>
<td>b. Staff feel free to question the decisions of those with more authority</td>
<td>4.8</td>
<td>5.6</td>
</tr>
<tr>
<td>c. Staff are comfortable in expressing concerns to the managers about the way things are done in this pharmacy</td>
<td>3.8</td>
<td>5.7</td>
</tr>
<tr>
<td>d. There is open communication between staff members across all levels in this pharmacy</td>
<td>3.6</td>
<td>5.7</td>
</tr>
<tr>
<td>e. Staff are encouraged to maintain and improve their knowledge and skills</td>
<td>4.4</td>
<td>6.1</td>
</tr>
</tbody>
</table>

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

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
Working Conditions

<table>
<thead>
<tr>
<th>Summary</th>
<th>Your Average</th>
<th>Other Pharmacies Average</th>
<th>Your Average Last Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your Average</td>
<td>4.3</td>
<td>5.5</td>
<td>-</td>
</tr>
</tbody>
</table>

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

Question/Statement | Your Average | Average Other Pharmacies |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a. There are adequate opportunities for staff to take the breaks that they are entitled to</td>
<td>4.6</td>
<td>5.8</td>
</tr>
<tr>
<td>b. The level of staffing in this pharmacy is sufficient to manage the workload safely</td>
<td>4.2</td>
<td>5.0</td>
</tr>
<tr>
<td>c. The performance of staff is impaired by excessive workload*</td>
<td>4.2</td>
<td>4.6</td>
</tr>
<tr>
<td>d. It is just by luck that more serious safety incidents don’t happen in this pharmacy*</td>
<td>4.6</td>
<td>5.8</td>
</tr>
<tr>
<td>e. Staff in this pharmacy work longer hours than is safe for patient care*</td>
<td>4.0</td>
<td>6.1</td>
</tr>
</tbody>
</table>

Scale: 1: not at all - 7: to a very great extent
Where data for negative questions is presented (*), the results have been reversed. This ensures that scoring is consistent throughout the report and a high score continues to be desirable.
Leadership

### Summary

<table>
<thead>
<tr>
<th></th>
<th>Your Average</th>
<th>Other Pharmacies Average</th>
<th>Your Average Last Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your Average</td>
<td>4.4</td>
<td>6.0</td>
<td>-</td>
</tr>
</tbody>
</table>

This factor covers:
whether hierarchy has 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.

<table>
<thead>
<tr>
<th>Question/Statement</th>
<th>Your Average</th>
<th>Average Other Pharmacies</th>
</tr>
</thead>
<tbody>
<tr>
<td>a Staff frequently do not follow standard operating procedures*</td>
<td>5.0</td>
<td>6.0</td>
</tr>
<tr>
<td>b The way this pharmacy is managed is a barrier to effective working*</td>
<td>4.4</td>
<td>5.9</td>
</tr>
<tr>
<td>c When an incident is reported it feels like the person is being reported and not the incident*</td>
<td>4.2</td>
<td>6.0</td>
</tr>
<tr>
<td>d Safety is not taken seriously until an actual safety incident occurs*</td>
<td>4.4</td>
<td>6.3</td>
</tr>
<tr>
<td>e Managers in this pharmacy do not deal effectively with 'problem' members of staff (e.g. those with a poor attitude or who frequently make mistakes etc.)*</td>
<td>4.8</td>
<td>5.4</td>
</tr>
<tr>
<td>f Investigations into safety incidents aim to assign blame to individuals rather than identify causes*</td>
<td>3.8</td>
<td>6.3</td>
</tr>
</tbody>
</table>

Scale: 1: not at all - 7: to a very great extent
Where data for negative questions is presented (*), the results have been reversed. This ensures that scoring is consistent throughout the report and a high score continues to be desirable.
Teamwork

Summary

<table>
<thead>
<tr>
<th>Your Average</th>
<th>Other Pharmacies Average</th>
<th>Your Average Last Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>5.9</td>
<td>-</td>
</tr>
</tbody>
</table>

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.

### Question/Statement

- **a** The responsibilities of each staff member are clearly understood
  - Your Average: 5.8
  - Average Other Pharmacies: 5.9
- **b** Pharmacy staff treat each other with respect
  - Your Average: 5.6
  - Average Other Pharmacies: 6.0
- **c** Disagreements between pharmacy staff are resolved appropriately
  - Your Average: 4.8
  - Average Other Pharmacies: 5.7
- **d** Staff are generally satisfied with their jobs
  - Your Average: 5.2
  - Average Other Pharmacies: 5.5
- **e** Team members recognise the importance of working together
  - Your Average: 5.2
  - Average Other Pharmacies: 6.0
- **f** This pharmacy is a good place to work
  - Your Average: 5.4
  - Average Other Pharmacies: 6.1
- **g** Staff work well together at all levels within this pharmacy
  - Your Average: 4.0
  - Average Other Pharmacies: 5.9

Scale: 1: not at all - 7: to a very great extent
### Safety Systems and Learning

#### Summary

<table>
<thead>
<tr>
<th>Question/Statement</th>
<th>Your Average</th>
<th>Average Other Pharmacies</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. All staff are encouraged to highlight safety incidents that happen in this pharmacy</td>
<td>6.4</td>
<td>6.3</td>
</tr>
<tr>
<td>b. When a safety incident happens in this pharmacy an investigation is conducted to understand why it happened</td>
<td>5.6</td>
<td>6.2</td>
</tr>
<tr>
<td>c. Safety incident investigations are seen as learning opportunities</td>
<td>5.2</td>
<td>6.2</td>
</tr>
<tr>
<td>d. All staff are given the opportunity to participate in the analysis of safety incidents</td>
<td>4.8</td>
<td>5.4</td>
</tr>
<tr>
<td>e. Pharmacy staff are involved in reviewing standard operating procedures</td>
<td>3.8</td>
<td>5.4</td>
</tr>
<tr>
<td>f. The pharmacy team routinely discusses ways to prevent safety incidents from happening</td>
<td>3.6</td>
<td>5.5</td>
</tr>
<tr>
<td>g. The effectiveness of any changes made as a result of a safety incident is evaluated</td>
<td>3.6</td>
<td>5.5</td>
</tr>
</tbody>
</table>

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

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This factor covers:

- encouragement to highlight significant events,
- existence of procedures preventing significant events from occurring,
- participation of all staff members in decisions 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.
Comparison: managers and non-managers

<table>
<thead>
<tr>
<th></th>
<th>Managers</th>
<th>Non Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>a Working Conditions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b Communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c Leadership</td>
<td></td>
<td></td>
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<tr>
<td>d Teamwork</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e Safety Systems &amp; Learning</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

Management
- includes Pharmacist Contractors/Owners and Pharmacist Managers

Non management
- includes all other pharmacy employed staff.

Two managers and two non managers need to have completed the survey for a report to be produced for this section

Pharmacy:9998. Report generated on 19 October 2016 11:01
Comparison: clinical and non-clinical

<table>
<thead>
<tr>
<th></th>
<th>Clinical</th>
<th>Non Clinical</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
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<td>e</td>
<td>Safety Systems &amp; Learning</td>
<td></td>
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Scale: 1: not at all - 7: to a very great extent

Clinical
- includes all Pharmacists, Locum Pharmacists, Relief Pharmacists, Pre-registration Pharmacists

Non Clinical
- includes all other pharmacy employed staff

Two clinicians and two non clinicians need to have completed the survey for a report to be produced for this section

Pharmacy:9998. Report generated on 19 October 2016 11:01
Pharmacy in Primary Care Safety Climate Report

Overall

<table>
<thead>
<tr>
<th>Category</th>
<th>Your Pharmacy</th>
<th>Your Pharmacy Last Year</th>
<th>All Other Pharmacies</th>
</tr>
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<tbody>
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<td>4.3</td>
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<td>4.7</td>
<td></td>
<td>5.8</td>
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Scale: 1: not at all - 7: to a very great extent

Pharmacy Safety Climate Compared

Pharmacy:9998. Report generated on 19 October 2016 11:01