

Dental Practice Safety Climate Report

Pilot Practice Example Report

14 December 2014

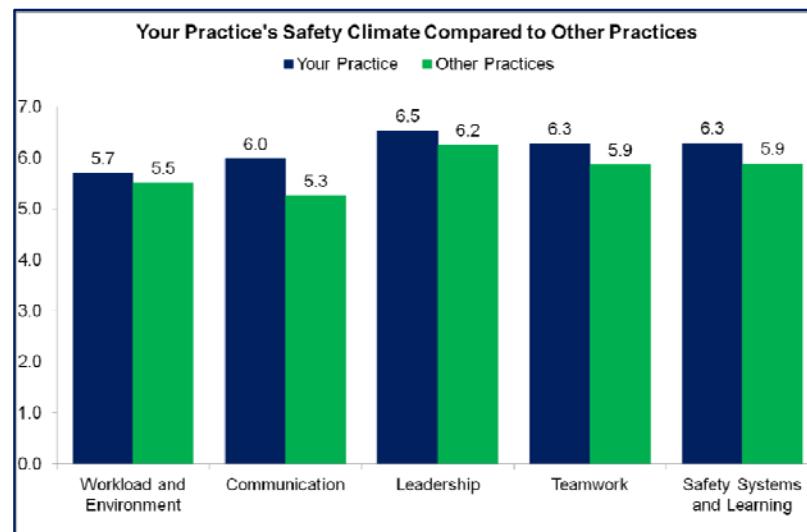
All members of staff in your practice completed the Dental Safety Climate survey.

This report summarises the results from your practice and provides a comparison with the results from all other practices where staff had completed the survey at the time this report was prepared. The report also provides a comparison of the perceptions of the dentists in your practice with the perceptions of all other staff in the practice.

It is recommended that the report is shared with all members of the dental team, including those who did not participate, followed by a practice meeting to discuss and reflect on the results and to make action plans for improvement where required. A guide to inform the structure of this meeting accompanies this report. This guide is completely flexible and you may choose to use all, parts or none of it depending on your practice's needs.

Overall Summary

Provides an overall comparison of your practice's results with results from all other practices where staff have returned a completed questionnaire.



Section	Safety Factors Covered*
Workload and Environment	Impairment of performance from excessive workload and financial considerations; time pressure; staffing levels; and expectations of staff performance when under pressure.
Communication	Openness of communication between members of the dental team across all levels; freedom to express concerns, question and challenge decisions, including decisions made by practice leaders; whether staff are kept up-to-date about practice developments, guidance, policies and regulations; and whether the practice leaders communicate their vision for the practice's development.
Leadership	The impact of the practice hierarchy on effective working; likely consequences for staff highlighting significant events; the effectiveness of the practice leaders in dealing with problems; receptiveness of leaders to staff suggestions for improvement; the level of trust within the dental teams; and attitudes towards rules, protocols and procedures.
Teamwork	How respectfully team members treat each other; support within the dental team; how disagreements are resolved; how well the dental team works together; job satisfaction; and the attitude of the practice leaders to team working.
Safety Systems and Learning	Encouragement to highlight significant events, procedures to prevent these occurring and opportunity to participate in their analysis; team involvement in the development of practice protocols; assessment of risks; attitude to patient care quality and safety in the practice; practice support for CPD including learning from the ideas and concerns of staff at all levels.

Workload and Environment

Score Over All Questions in Section

Your Practice (Average)	Other Practices (Average)
5.7	5.5

Covers: impairment of performance from excessive workload and financial considerations; time pressure; staffing levels; and expectations of staff performance when under pressure.

Statement	Your Practice (Average)	Other Practices (Average)
a. The performance of team members is impaired by excessive workload.*	5.5	5.5
b. Team members always have enough time to complete work tasks safely.	5.8	5.2
c. The level of staffing in the practice is sufficient to manage the workload safely.	6.5	5.3
d. When pressure builds up, team members are expected to work faster even if it means taking shortcuts.*	5.3	5.8
e. The performance of the team is impaired by financial considerations.*	5.3	5.7

Scale: 1 = not at all; 7 = to a very great extent.

(*) Scale is **reversed** for negative questions to 1 = to a very great extent; 7 = not at all. Therefore, a higher score is always **more positive**.



Communication

Score Over All Questions in Section	
Your Practice (Average)	Other Practices (Average)
6.0	5.3

Covers: openness of communication between members of the dental team across all levels; freedom to express concerns, question and challenge decisions, including decisions made by practice leaders; whether staff are kept up-to-date about practice developments, guidance, policies and regulations; and whether the practice leaders communicate their vision for the practice's development.

Statement	Your Practice (Average)	Other Practices (Average)
a. Team members feel free to question the decisions of those with more authority.	5.3	4.6
b. Team members are comfortable in expressing concerns to the practice leadership about the way things are done in the practice.	6.0	5.1
c. There is open communication between team members across all levels in the practice.	5.5	5.3
d. Team members are kept up to date about practice developments.	6.5	5.4
e. Team members are kept up to date about guidance, policies and regulations relevant to dental practice.	6.5	5.9
f. The practice leadership communicates its vision for the development of the practice.	6.0	5.2



Scale: 1 = not at all; 7 = to a very great extent.

Leadership

Score Over All Questions in Section	
Your Practice (Average)	Other Practices (Average)
6.5	6.2

Covers: the impact of the practice hierarchy on effective working; likely consequences for staff highlighting significant events; the effectiveness of the practice leaders in dealing with problems; receptiveness of leaders to staff suggestions for improvement; the level of trust within the dental teams; and attitudes towards rules, protocols and procedures.

Statement	Your Practice (Average)	Other Practices (Average)
a. The hierarchy in the practice is a barrier to effective working.*	7.0	6.0
b. Highlighting a significant event will likely result in negative repercussions for the person raising it.*	6.7	6.4
c. The practice leadership does not deal effectively with problem team members.*	6.3	6.0
d. When team members suggest ways to improve how things are done, the practice leadership does not take this seriously.*	6.3	6.2
e. There is a low level of trust between practice team members.*	6.3	6.3
f. Practice team members frequently disregard rules, protocols and procedures.*	6.5	6.6



Scale: 1 = not at all; 7 = to a very great extent.

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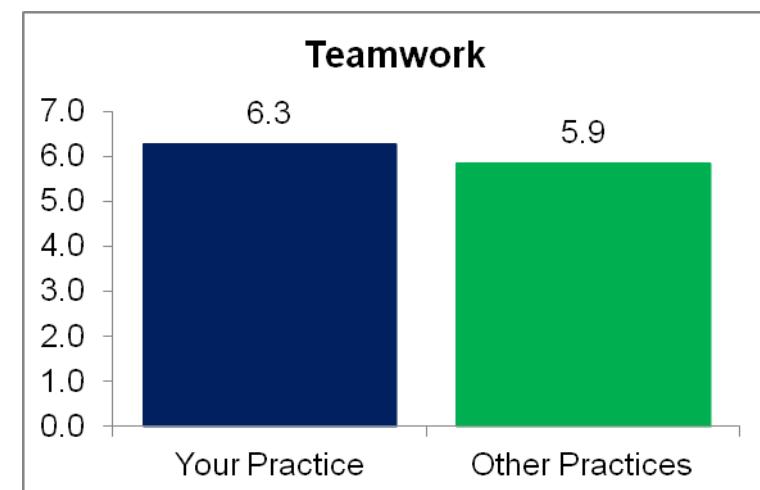
Teamwork

Score Over All Questions in Section

Your Practice (Average)	Other Practices (Average)
6.3	5.9

Covers: how respectfully team members treat each other; support within the dental team; how disagreements are resolved; how well the dental team works together; job satisfaction; and the attitude of the practice leaders to team working.

Statement	Your Practice (Average)	Other Practices (Average)
a. Team members treat each other with respect.	6.5	6.0
b. Team members always support one another.	6.5	5.8
c. Disagreements within the practice team are resolved appropriately.	6.2	5.7
d. Team members work well together at all levels within the practice.	6.2	5.8
e. The practice is a good place to work.	6.7	6.2
f. Team members are generally satisfied with their jobs.	5.7	5.7
g. The need to work well as a team is promoted by the practice leadership.	6.3	5.8



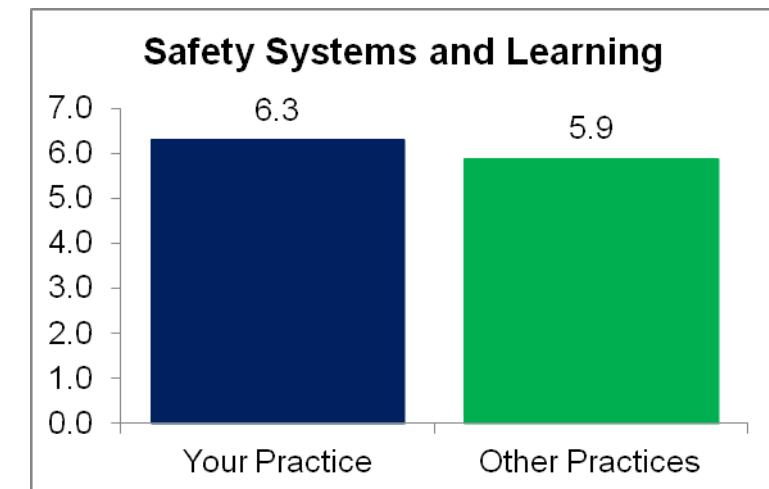
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Safety Systems and Learning

Score Over All Questions in Section	
Your Practice (Average)	Other Practices (Average)
6.3	5.9

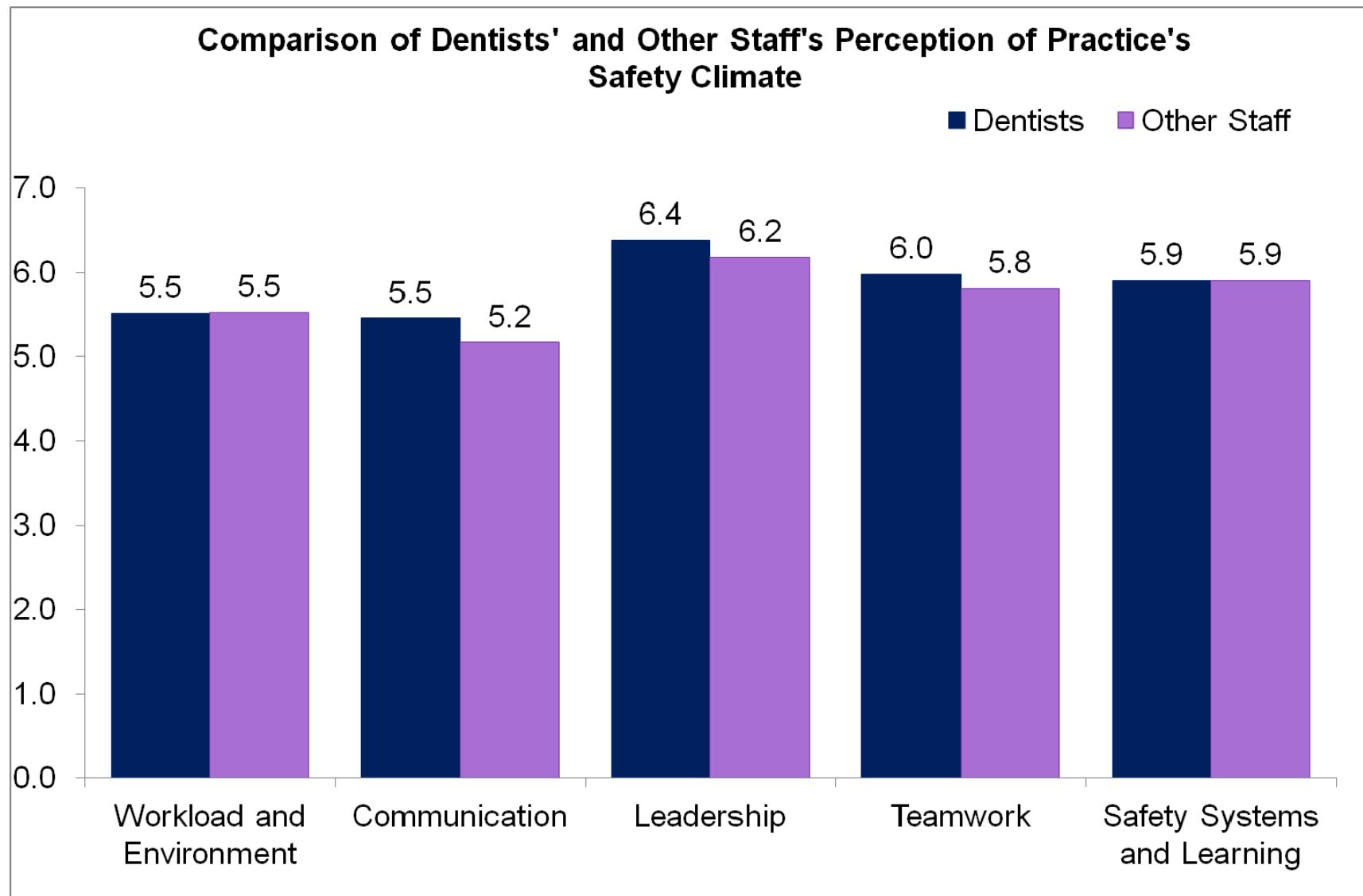
Covers: encouragement to highlight significant events, procedures to prevent these occurring and opportunity to participate in their analysis; team involvement in the development of practice protocols; assessment of risks; attitude to patient care quality and safety in the practice; practice support for CPD including learning from the ideas and concerns of staff at all levels.

Statement	Your Practice (Average)	Other Practices (Average)
a. All team members are encouraged to highlight significant events that happen in the practice.	5.7	5.8
b. Practice procedures help to prevent significant events from happening.	5.7	6.0
c. Decision-making relating to the development of practice protocols uses input from all team members.	5.7	5.3
d. The practice takes the time to formally assess risks (e.g. to patients, to team members and to the practice).	6.5	5.7
e. All team members have the opportunity to participate in the analysis of significant events.	6.2	5.4
f. The quality and safety of patient care in the practice is taken seriously.	7.0	6.7
g. The practice supports the continuing educational development of all team members.	6.8	6.3
h. The practice encourages learning from the ideas and concerns of team members at all levels.	6.8	5.9



Scale: 1 = not at all; 7 = to a very great extent.

Comparison Dentists and Other Staff in the Practice



Workload and Environment

Your Practice's Score Over All Questions in Section

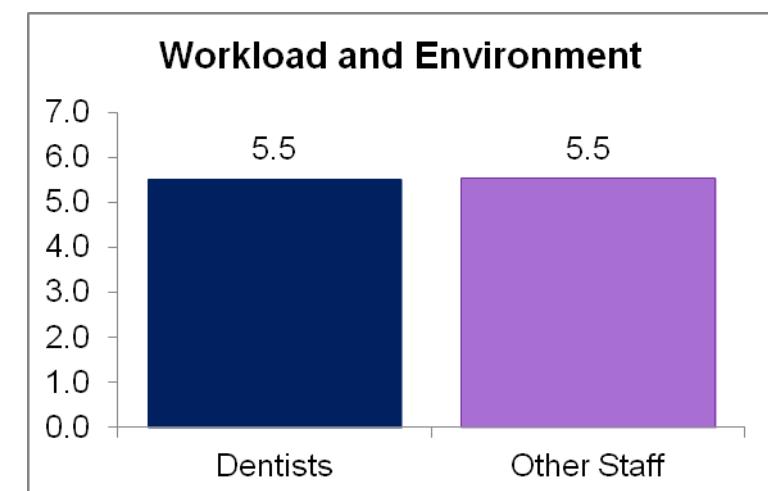
Dentists (Average)	Other Staff (Average)
5.5	5.5

Covers: impairment of performance from excessive workload and financial considerations; time pressure; staffing levels; and expectations of staff performance when under pressure.

Statement	Dentists (Average)	Other Staff (Average)
a. The performance of team members is impaired by excessive workload.*	5.5	5.5
b. Team members always have enough time to complete work tasks safely.	5.3	5.1
c. The level of staffing in the practice is sufficient to manage the workload safely.	5.5	5.3
d. When pressure builds up, team members are expected to work faster even if it means taking shortcuts.*	5.8	5.8
e. The performance of the team is impaired by financial considerations.*	5.4	5.9

Scale: 1 = not at all; 7 = to a very great extent.

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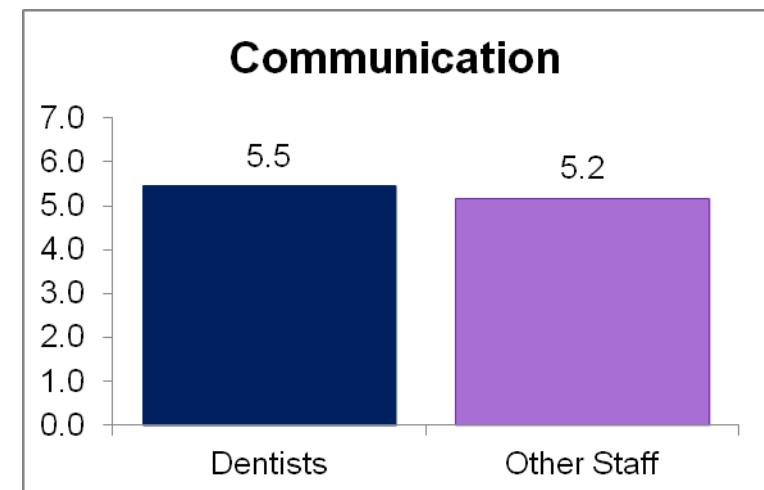
Communication

Your Practice's Score Over All Questions in Section

Dentists (Average)	Other Staff (Average)
5.5	5.2

Covers: openness of communication between members of the dental team across all levels; freedom to express concerns, question and challenge decisions, including decisions made by practice leaders; whether staff are kept up-to-date about practice developments, guidance, policies and regulations; and whether the practice leaders communicate their vision for the practice's development.

Statement	Dentists (Average)	Other Staff (Average)
a. Team members feel free to question the decisions of those with more authority.	5.1	4.3
b. Team members are comfortable in expressing concerns to the practice leadership about the way things are done in the practice.	5.3	4.9
c. There is open communication between team members across all levels in the practice.	5.6	5.2
d. Team members are kept up to date about practice developments.	5.5	5.4
e. Team members are kept up to date about guidance, policies and regulations relevant to dental practice.	5.9	6.0
f. The practice leadership communicates its vision for the development of the practice.	5.2	5.2



Scale: 1 = not at all; 7 = to a very great extent.

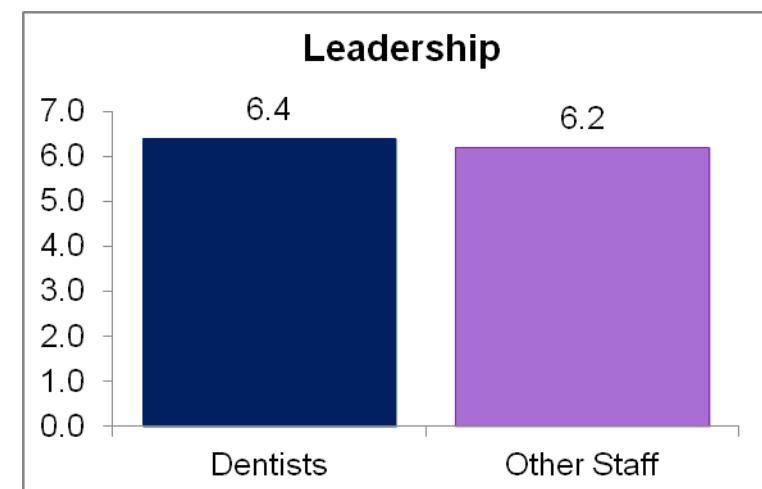
Leadership

Your Practice's Score Over All Questions in Section

Dentists (Average)	Other Staff (Average)
6.4	6.2

Covers: the impact of the practice hierarchy on effective working; likely consequences for staff highlighting significant events; the effectiveness of the practice leaders in dealing with problems; receptiveness of leaders to staff suggestions for improvement; the level of trust within the dental teams; and attitudes towards rules, protocols and procedures.

Statement	Dentists (Average)	Other Staff (Average)
a. The hierarchy in the practice is a barrier to effective working.*	6.1	6.0
b. Highlighting a significant event will likely result in negative repercussions for the person raising it.*	6.7	6.2
c. The practice leadership does not deal effectively with problem team members.*	6.2	5.9
d. When team members suggest ways to improve how things are done, the practice leadership does not take this seriously.*	6.3	6.1
e. There is a low level of trust between practice team members.*	6.5	6.2
f. Practice team members frequently disregard rules, protocols and procedures.*	6.5	6.7



Scale: 1 = not at all; 7 = to a very great extent.

(*) Scale is **reversed** for negative questions to 1 = to a very great extent; 7 = not at all. Therefore, a higher score is always more positive.

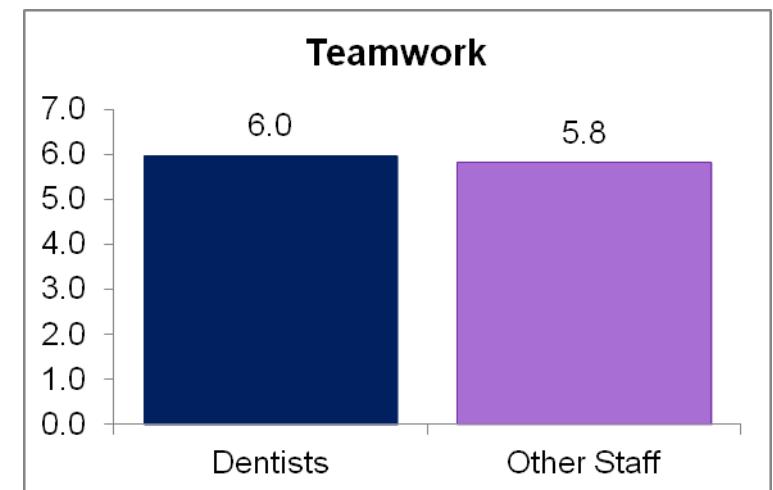
Teamwork

Your Practice's Score Over All Questions in Section

Dentists (Average)	Other Staff (Average)
6.0	5.8

Covers: how respectfully team members treat each other; support within the dental team; how disagreements are resolved; how well the dental team works together; job satisfaction; and the attitude of the practice leaders to team working.

Statement	Dentists (Average)	Other Staff (Average)
a. Team members treat each other with respect.	6.2	5.9
b. Team members always support one another.	5.9	5.8
c. Disagreements within the practice team are resolved appropriately.	6.0	5.6
d. Team members work well together at all levels within the practice.	5.9	5.8
e. The practice is a good place to work.	6.3	6.1
f. Team members are generally satisfied with their jobs.	5.7	5.7
g. The need to work well as a team is promoted by the practice leadership.	5.8	5.8



Scale: 1 = not at all; 7 = to a very great extent.

Safety Systems and Learning

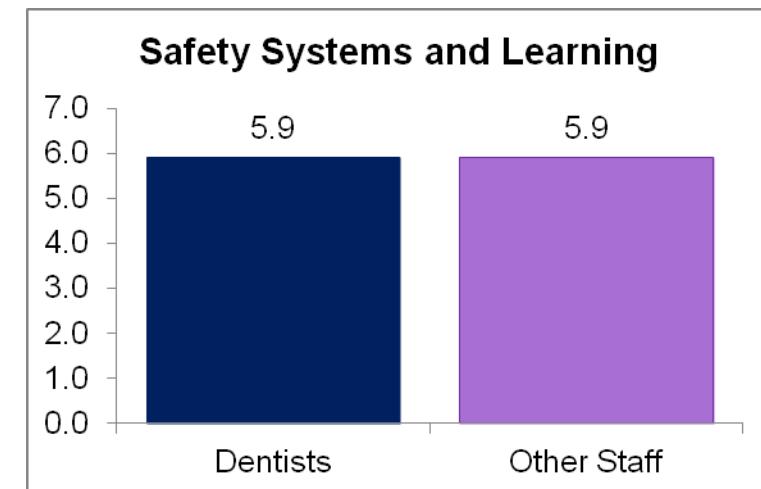
Your Practice's Score Over All Questions in Section

Dentists (Average)	Other Staff (Average)
5.9	5.9

Covers: encouragement to highlight significant events, procedures to prevent these occurring and opportunity to participate in their analysis; team involvement in the development of practice protocols; assessment of risks; attitude to patient care quality and safety in the practice; practice support for CPD including learning from the ideas and concerns of staff at all levels.

Statement	Dentists (Average)	Other Staff (Average)
All team members are encouraged to highlight significant events that happen in the practice.	5.9	5.7
Practice procedures help to prevent significant events from happening.	6.1	5.8
Decision-making relating to the development of practice protocols uses input from all team members.	5.2	5.3
The practice takes the time to formally assess risks (e.g. to patients, to team members and to the practice).	5.5	5.9
All team members have the opportunity to participate in the analysis of significant events.	5.3	5.4
The quality and safety of patient care in the practice is taken seriously.	6.7	6.7
The practice supports the continuing educational development of all team members.	6.4	6.3
The practice encourages learning from the ideas and concerns of team members at all levels.	5.9	6.0

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



Score	Score Description
1	not at all
2	to a very limited extent
3	to a limited extent
4	to a moderate extent
5	to a considerable extent
6	to a great extent
7	to a very great extent

A higher score represents a more positive response

Score*	Description if Score is <u>Reversed</u> for <u>Negative</u> Questions
1	to a very great extent
2	to a great extent
3	to a considerable extent
4	to a moderate extent
5	to a limited extent
6	to a very limited extent
7	not at all

A higher score represents a more positive response

Thank you for your help with this pilot study.

If you have any questions about this report or would like to discuss any other aspect of the pilot,
contact sdpbrn@nes.scot.nhs.uk