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The ConCom Safety Management Scale

CONDITIONS OF USE OF THE CONCOM SAFETY MANAGEMENT SCALE

Students and scientific researchers are welcomed to use both the employee and the manager version of the ConCom Safety Management Scale on the condition that:

- The ConCom Safety Management Scale will be used for non-commercial, educational and research purposes only (meaning that no one is charging anyone a fee for use of the scale).
- The user distributes the questionnaire to a sample of a maximum of 250 respondents. If the ConCom Safety Management Scale will be distributed to a sample of over 250 respondents, a copyright fee might be charged.
- The user analyses the data following the scoring instructions given in: Alingh, C. W., Strating, M. M. H., van Wijngaarden, J. D. H., Paauwe, J., & Huijsman, R. (2018). The ConCom Safety Management Scale: Developing and testing a measurement instrument for control-based and commitment-based safety management approaches in hospitals. *BMJ Quality & Safety*. Advance online publication. doi:10.1136/bmjqs-2017-007162
- In publications, the following reference will be made to the ConCom Safety Management Scale:
Alingh, C. W., Strating, M. M. H., van Wijngaarden, J. D. H., Paauwe, J., & Huijsman, R. (2018). The ConCom Safety Management Scale: Developing and testing a measurement instrument for control-based and commitment-based safety management approaches in hospitals. *BMJ Quality & Safety*. Advance online publication. doi:10.1136/bmjqs-2017-007162
- The user will send a copy of publications in which (part of) the ConCom Safety Management Scale is used to concomscale@eshpm.eur.nl.
- The user will share the data collected using the ConCom Safety Management Scale on request.
- If the user translates the ConCom Safety Management Scale in any other language than Dutch or English, the user will send a copy of the translated questionnaire to concomscale@eshpm.eur.nl.

EMPLOYEE VERSION OF THE CONCOM SAFETY MANAGEMENT SCALE

Please keep in mind the nurse manager who supervises you in your clinical department, while answering the following questions.

The first set of items is answered on a scale ranging from 'definitely false' to 'definitely true'.

| | definitely false | mostly false | mostly true | definitely true |
|---|------------------|--------------|-------------|-----------------|
| In this department, it is considered extremely important to follow safety rules and procedures (e.g., regarding hand hygiene) | 1 | 2 | 3 | 4 |
| In this department, people can ignore formal safety rules and procedures if it helps to get the job done | 1 | 2 | 3 | 4 |
| In this department, everything has to be done by the book | 1 | 2 | 3 | 4 |
| In this department, it is not necessary to follow safety rules and procedures to the letter | 1 | 2 | 3 | 4 |
| In this department, nobody gets too upset if people break safety rules and procedures | 1 | 2 | 3 | 4 |

The following items are answered on a scale ranging from 'never' to 'always'.

| | never | rarely | sometimes | often | always |
|---|-------|--------|-----------|-------|--------|
| My supervisor provides continuous encouragement to do our jobs safely | 1 | 2 | 3 | 4 | 5 |
| We are informed about errors that happen in this department | 1 | 2 | 3 | 4 | 5 |
| We compare our patient outcomes with results of other departments, and results of this benchmark are discussed | 1 | 2 | 3 | 4 | 5 |
| We are generally informed about the patient outcomes available for our department | 1 | 2 | 3 | 4 | 5 |
| When my supervisor is in the department, he/she monitors whether we comply with safety rules and procedures (e.g., regarding hand hygiene) | 1 | 2 | 3 | 4 | 5 |
| My supervisor spends time showing me the safest way to do things at work | 1 | 2 | 3 | 4 | 5 |
| My supervisor shows determination to maintain a work environment where we deliver safe care to our patients | 1 | 2 | 3 | 4 | 5 |
| In this department, employees' compliance with safety rules and procedures is monitored on a regular basis, for example during safety audits or walk rounds | 1 | 2 | 3 | 4 | 5 |
| We are given feedback about changes put into place based on event reports | 1 | 2 | 3 | 4 | 5 |
| My supervisor behaves in a way that displays a commitment to patient safety | 1 | 2 | 3 | 4 | 5 |
| Whether we comply with safety rules is monitored based on information registered in (electronic) patient records (e.g., information regarding pressure ulcers, pain, frail elderly) | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|---|---|---|---|---|---|
| In this department, we discuss ways to prevent errors from happening again | 1 | 2 | 3 | 4 | 5 |
| My supervisor suggests new ways of doing our jobs more safely | 1 | 2 | 3 | 4 | 5 |
| In this department, it is rarely monitored whether employees comply with safety rules and procedures | 1 | 2 | 3 | 4 | 5 |
| In this department, performance indicators for patient safety (e.g., pressure ulcers, hospital acquired infections) are discussed | 1 | 2 | 3 | 4 | 5 |

The last set of items is answered on a scale ranging from 'completely disagree' to 'completely agree'.

| | completely disagree | disagree | neither agree or disagree | agree | completely agree |
|---|---------------------|----------|---------------------------|-------|------------------|
| My supervisor overlooks patient safety problems that happen over and over | 1 | 2 | 3 | 4 | 5 |
| My supervisor always practises the safety protocols he/she preaches | 1 | 2 | 3 | 4 | 5 |
| Regarding safety, my supervisor delivers the consequences he/she describes | 1 | 2 | 3 | 4 | 5 |
| My supervisor seriously considers staff suggestions for improving patient safety | 1 | 2 | 3 | 4 | 5 |
| Whenever pressure builds up, my supervisor wants us to work faster, even if it means taking shortcuts | 1 | 2 | 3 | 4 | 5 |
| In my department, anyone who violates safety rules or procedures is swiftly corrected | 1 | 2 | 3 | 4 | 5 |
| Regarding safety, my supervisor's words do not match his/her deeds | 1 | 2 | 3 | 4 | 5 |
| My supervisor encourages me to express my ideas and suggestions regarding patient safety improvement | 1 | 2 | 3 | 4 | 5 |
| When we repeatedly do not comply with safety rules or procedures, disciplinary actions will be taken | 1 | 2 | 3 | 4 | 5 |
| The actions of my supervisor show that patient safety is a top priority | 1 | 2 | 3 | 4 | 5 |
| My supervisor encourages us to take initiative on improving patient safety whenever it is possible | 1 | 2 | 3 | 4 | 5 |
| My supervisor does not actually prioritise safety issues as highly as he/she says he/she does | 1 | 2 | 3 | 4 | 5 |
| Compliance with safety rules and procedures (e.g., regarding hand hygiene) does substantially contribute to a positive assessment in our department | 1 | 2 | 3 | 4 | 5 |

MANAGER VERSION OF THE CONCOM SAFETY MANAGEMENT SCALE

Please keep in mind the clinical department for which you are the nurse manager, while answering the following questions.

The first set of items is answered on a scale ranging from 'definitely false' to 'definitely true'.

| | definitely false | mostly false | mostly true | definitely true |
|---|------------------|--------------|-------------|-----------------|
| In this department, it is considered extremely important to follow safety rules and procedures (e.g., regarding hand hygiene) | 1 | 2 | 3 | 4 |
| In this department, people can ignore formal safety rules and procedures if it helps to get the job done | 1 | 2 | 3 | 4 |
| In this department, everything has to be done by the book | 1 | 2 | 3 | 4 |
| In this department, it is not necessary to follow safety rules and procedures to the letter | 1 | 2 | 3 | 4 |
| In this department, nobody gets too upset if people break safety rules and procedures | 1 | 2 | 3 | 4 |

The following items are answered on a scale ranging from 'never' to 'always'.

| | never | rarely | sometimes | often | always |
|--|-------|--------|-----------|-------|--------|
| I provide continuous encouragement how employees can do their jobs safely | 1 | 2 | 3 | 4 | 5 |
| I inform employees about errors that happen in this department | 1 | 2 | 3 | 4 | 5 |
| We compare our patient outcomes with results of other departments, and results of this benchmark are discussed | 1 | 2 | 3 | 4 | 5 |
| I do generally inform employees about the patient outcomes available for our department | 1 | 2 | 3 | 4 | 5 |
| When I am in the department, I monitor whether employees comply with safety rules and procedures (e.g., regarding hand hygiene) | 1 | 2 | 3 | 4 | 5 |
| I spend time showing employees the safest way to do things at work | 1 | 2 | 3 | 4 | 5 |
| I show determination to maintain a work environment where employees deliver safe care to their patients | 1 | 2 | 3 | 4 | 5 |
| In this department, employees' compliance with safety rules and procedures is monitored on a regular basis, for example during safety audits or walk rounds | 1 | 2 | 3 | 4 | 5 |
| Employees receive feedback about changes put into place based on event reports | 1 | 2 | 3 | 4 | 5 |
| I behave in a way that displays a commitment to patient safety | 1 | 2 | 3 | 4 | 5 |
| Whether employees comply with safety rules is monitored based on information registered in (electronic) patient records (e.g., information regarding pressure ulcers, pain, frail elderly) | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|---|---|---|---|---|---|
| In this department, we discuss ways to prevent errors from happening again | 1 | 2 | 3 | 4 | 5 |
| I suggest new ways of doing employees' job more safely | 1 | 2 | 3 | 4 | 5 |
| In this department, it is rarely monitored whether employees comply with safety rules and procedures | 1 | 2 | 3 | 4 | 5 |
| In this department, performance indicators for patient safety (e.g., pressure ulcers, hospital acquired infections) are discussed | 1 | 2 | 3 | 4 | 5 |

The last set of items is answered on a scale ranging from 'completely disagree' to 'completely agree'.

| | completely disagree | disagree | neither agree or disagree | agree | completely agree |
|--|---------------------|----------|---------------------------|-------|------------------|
| I overlook patient safety problems that happen over and over | 1 | 2 | 3 | 4 | 5 |
| I always practice the safety protocols that I preach | 1 | 2 | 3 | 4 | 5 |
| Regarding safety, I deliver the consequences that I describe | 1 | 2 | 3 | 4 | 5 |
| I seriously consider staff suggestions for improving patient safety | 1 | 2 | 3 | 4 | 5 |
| Whenever pressure builds up, I want employees to work faster, even if it means taking shortcuts | 1 | 2 | 3 | 4 | 5 |
| In my department, anyone who violates safety rules or procedures is swiftly corrected | 1 | 2 | 3 | 4 | 5 |
| I encourage employees to express their ideas and suggestions regarding patient safety improvement | 1 | 2 | 3 | 4 | 5 |
| When employees repeatedly do not comply with safety rules or procedures, disciplinary actions will be taken | 1 | 2 | 3 | 4 | 5 |
| My actions show that patient safety is a top priority | 1 | 2 | 3 | 4 | 5 |
| I encourage employees to take initiative on improving patient safety whenever it is possible | 1 | 2 | 3 | 4 | 5 |
| Compliance with safety rules and procedures (e.g., regarding hand hygiene) does substantially contribute to a positive assessment in this department | 1 | 2 | 3 | 4 | 5 |