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Appendix 1: Ethical Approvals



Ethics Office
Research Development & Integrity
Research Division
Armidale NSW 2351
Australia
Phone 02 6773 3449
Fax 02 6773 3543
jo-ann.sozou@une.edu.au
www.une.edu.au/research-services

HUMAN RESEARCH ETHICS COMMITTEE

MEMORANDUM TO: Dr Penny Paliadelis, Dr Donella Piper & Mr Ali Almagheeb

School of Health

This is to advise you that the Human Research Ethics Committee has approved the following:

PROJECT TITLE: The perceived components of teamwork that influence the successful implementation of total quality management program among employees in health care settings in Saudi Arabia

APPROVAL No.: HE13-015

COMMENCEMENT DATE: 01 March, 2013

APPROVAL VALID TO: 01 March, 2014

COMMENTS: Nil. Conditions met in full

The Human Research Ethics Committee may grant approval for up to a maximum of three years. For approval periods greater than 12 months, researchers are required to submit an application for renewal at each twelve-month period. All researchers are required to submit a Final Report at the completion of their project. The Progress/Final Report Form is available at the following web address:
<http://www.une.edu.au/research-services/researchdevelopmentintegrity/ethics/human-ethics/hrecforms.php>

The NHMRC National Statement on Ethical Conduct in Research Involving Humans requires that researchers must report immediately to the Human Research Ethics Committee anything that might affect ethical acceptance of the protocol. This includes adverse reactions of participants, proposed changes in the protocol, and any other unforeseen events that might affect the continued ethical acceptability of the project.

In issuing this approval number, it is required that all data and consent forms are stored in a secure location for a minimum period of five years. These documents may be required for compliance audit processes during that time. If the location at which data and documentation are retained is changed within that five year period, the Research Ethics Officer should be advised of the new location.



Jo-Ann Sozou
Secretary/Research Ethics Officer

25/02/2013

A13/2280

IRB Registration Number with KACST, KSA: H-01-R-012
IRB Registration Number with OHRP/NIH, USA: IRB00008644
Approval Number Federal Wide Assurance NIH, USA: FWA00018774

March 24, 2013
IRB Log Number: 13-032E
Category of Approval: EXEMPT

Dear Ali Hayf Almagheeb:


I am pleased to inform you that your submission dated March 24, 2013 for the study titled: 'The perceived components of teamwork that influence the successful implementation of total quality management program among employees in health care settings in Saudi Arabia' was reviewed and was approved.

We wish you well as you proceed with the study and request you to keep the IRB informed of the progress on a regular basis, using the IRB log number shown above.

Please contact me to find the department in which your research will be carried out.

If you have any further questions feel free to contact me.

Sincerely yours,


Prof. Omar H. Kasule
Chairman Institutional Review Board--IRB.
King Fahd Medical City, Riyadh, KSA
Tel: + 966 1 288 9999 Ext. 7540
E-mail: okasule@kfmc.med.sa



IRB Registration Number with KACST, KSA: H-01-R-012
IRB Registration Number with OHRP/NIH, USA: IRB00008644
Approval Number Federal Wide Assurance NIH, USA: FWA00018774

July 29, 2013
IRB Log Number: 13-032e
Category of Approval: EXEMPT

The Saudi Cultural Mission
Canberra, AUSTRALIA

This is to certify that the student Ali Hayf Almagheeb undertook research titled "**The perceived components of teamwork that influence the successful implementation of total quality management program among employees in health care settings in Saudi Arabia**" at the King Fahad Medical City, Riyadh starting on April 1, 2013 and ending on August 1, 2013.

If you have any further questions feel free to contact me.

Sincerely Yours,

Prof. Omar H. Kasule
Chairman Institutional Review Board-IRB.
King Fahd Medical City, Riyadh, KSA.
Tel: + 966 1 288 9999 Ext. 7540
E-mail: okasule@kfmc.med.sa



NB: A SIGNED FORMAL LETTER IS ON THE WAY

Appendix 2: The Participant Information Sheet



School of Health
 University of New England
 Armidale NSW 2351
 Australia
 Phone 02 6773 2650
 Fax 02 6773 3666
 ppaliade@une.edu.au



Information Sheet for Survey Questionnaire Participants

I wish to invite you to participate in my research project, described below.

My name is Ali Almagheeb and I am conducting this research as part of my PhD in the School of Health at the University of New England. My supervisors are Associate Professor Penny Paliadelis and Dr. Donella Piper.

Research Project	<p>The title of the project:</p> <p>“The perceived components of teamwork that influence the successful implementation of total quality management programs among employees in health care settings in Saudi Arabia.”</p>
Aim of the research	<p>The study aims to explore the perceived components of teamwork among employees that influence the successful implementation of total quality management program in King Fahad Medical City KFMC. In addition, this study aims to explore aspects of interactions between elements of teamwork, including communication, role efficacy, leadership and decision-making and total quality management programs within KFMC that influence employees’ engagement in the implementation process of the quality program.</p>
Survey questionnaire	<p>I would like to distribute a survey questionnaire at your hospital. The survey questionnaire will take approximately 20 minutes to complete.</p>
Confidentiality	<p>Any information or personal details gathered in the course of the study will remain confidential. No individual will be identified by name in any publication of the results. All names will be replaced by pseudonyms; this will ensure that you are not identifiable.</p>
Participation is Voluntary	<p>Please understand that your involvement in this study is voluntary and I respect your right to withdraw from the study at any time. You may discontinue filling the questionnaire at any time without consequence and you do not need to provide any explanation if you decide not to participate or withdraw at any time.</p>
Questions	<p>The questionnaire questions will not be of a sensitive nature: rather they are general, aiming to enable you to enhance my knowledge of the challenges and opportunities for better hospital services.</p>
Use of information	<p>I will use information from the questionnaire as part of my doctoral thesis, which I expect to complete in December 2014. Information from the questionnaire may also be used in journal articles and conference presentations before and after this date. At all time, I will safeguard your identity by presenting the information in way that will not allow you to be identified.</p>
Storage of information	<p>I will keep hardcopy of the questionnaire in a locked cabinet at the researcher’s office at the University of New England’s School of Health. Any electronic data will be kept on a password protected computer in the same School. Only the research team will have access to the data.</p>
Disposal of information	<p>All the data collected in this research will be kept for a minimum of five years after successful submission of my thesis, after which it will be disposed of by deleting relevant computer files, and destroying or shredding hardcopy materials.</p>

Approval	This project has been approved by the Human Research Ethics Committee of the University of New England (Approval No....., Valid to/..).
Contact details	Feel free to contact me with any questions about this research by email at abo-haif@hotmail.com or by phone on +966555266675.
Complaints	<p>You may also contact my supervisors. My Principal supervisors name is Associate Professor Penny Paliadelis and she can be contacted at ppaliade@une.edu.au or 02 6773 3653 and my Co-supervisors name is Dr. Donella Piper and she can be contacted at dpiper@une.edu.au or 02 6773 2640.</p> <p>Should you have any complaints concerning the manner in which this research is conducted, please contact the Research Ethics Officer at: Research Services University of New England Armidale, NSW 2351 Tel: (02) 6773 3449 Fax: (02) 6773 3543 Email: ethics@une.edu.au</p>
Local contact	<p>The local contact person when I am not in Saudi Arabia is :</p> <p><u>Dr.Omer Hasan Kasule</u> Professor of Epidemiology and Bioethics & Head of Knowledge Exchange and Int'I Collaboration Faculty of Medicine King Fahad Medical City. Phone: 0096612889037 Mobile: 00966548867916 Email: okasule@kfmc.med.sa</p>
Consent	<p>I have read the information contained in the Information Sheet for Participants and any questions I have asked have been answered to my satisfaction. I agree to participate in this activity, realising that I may withdraw at any time. I agree that research data gathered for the study may be published, and my identity will be unidentifiable due to the strict confidentiality explained in the information sheet. I am over 18 years of age. In preservation of anonymity, I understand that no name or signature is required of me to give consent. By completing and submitting the questionnaire I am consenting to participate in this study.</p> <p>Thank you for considering this request and I look forward to further contact with you.</p> <p>Regards, Ali Almagheeb</p>

Appendix 3: Team Climate Assessment Measurement Questionnaire

The TCAM
Questionnaire



NHS
National Patient Safety Agency

The Team Climate Assessment Measurement Questionnaire

A few general points about this questionnaire:

- The TCAM questionnaire has been developed to enable teams in health and social care to review aspects of their team that are believed to affect patient safety and error management.
- This is not a test. There are no "right" or "wrong" answers.
- The questionnaire aims to collect your personal views – please be as honest as possible in answering the questions.
- The questionnaire will take about **10–15 minutes** to complete.

How to fill in the questionnaire

Although you may be a member of several different teams please **think only about one team** when answering the questions – this should be the team about which you have been asked to respond. If you are at all unsure which team this is – please ask your Team Leader or the person who has asked you to complete the questionnaire.

Please read each question carefully and give your immediate response by ticking the box which best matches your own personal views, please answer all questions as openly and honestly as possible.

An example question is shown below:

	<i>Strongly Disagree</i>	<i>Slightly Disagree</i>	<i>Neither Agree nor Disagree</i>	<i>Mostly Agree</i>	<i>Strongly Agree</i>
We invite people from outside the team to present information or have discussions with us.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Note: You will see that there are a number of biographical questions at the end of this questionnaire – you do not need to complete these – however it would be helpful if you do. These questions may be used by researchers at Aston University in their research into effective team climates in healthcare organisations.

The Team Climate Assessment Measurement

Section 1 About the Characteristics of Your Team

The following statements describe certain features and characteristics that may be present in a work team. Please mark the box that most represents the **current situation** in the team that you have been asked to consider.

1.1 Task Reflexivity

Please mark the box most applicable to your opinion.

	Strongly Disagree	Slightly Disagree	Neither Agree nor Disagree	Mostly Agree	Strongly Agree
1. The team often reviews its objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The methods used by the team to get the job done are often discussed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. We regularly discuss whether the team is working effectively together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. In this team we modify our objectives in light of changing circumstances.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Team strategies are rarely changed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. How well we communicate information is often discussed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. This team often reviews its approach to getting the job done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The way decisions are made in this team is often reviewed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The methods used by the team to ensure patient safety and effective incident management are often discussed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. We regularly discuss whether we effectively manage issues of patient safety together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The team helps me to question my own beliefs and behaviours relevant to patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.2 Participative Trust and Safety

Please mark the box most applicable to your opinion.

	Strongly Disagree	Slightly Disagree	Neither Agree nor Disagree	Mostly Agree	Strongly Agree
12. If you make an error in this team, it is often held against you.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Members of this team are able to bring up problems and tough issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<i>Strongly Disagree</i>	<i>Slightly Disagree</i>	<i>Neither Agree nor Disagree</i>	<i>Mostly Agree</i>	<i>Strongly Agree</i>
14. People in this team sometimes reject others for being different.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. It is difficult to ask other members of this team for help.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. No one on this team would deliberately act in a way that undermines my efforts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Working with members of this team, my unique skills and talents are valued and utilised.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. In this team, it is difficult to discuss concerns about patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. I am encouraged by other team members to report any patient safety concerns I might have.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. In this team it is difficult to speak up if I perceive a problem with patient care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.3 Team Learning Behaviour

Please mark the box most applicable to your opinion.

	<i>Strongly Disagree</i>	<i>Slightly Disagree</i>	<i>Neither Agree nor Disagree</i>	<i>Mostly Agree</i>	<i>Strongly Agree</i>
21. We regularly take time to consider ways of improving our team's work processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. This team tends to handle differences of opinion privately or off-line, rather than addressing them directly as a group.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. This team frequently seeks new information that leads us to make important changes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. In this team, someone always makes sure that we stop to reflect on the team's work process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. People in this team often speak up to test assumptions about issues under discussion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. We invite people from outside the team to present information or have discussions with us.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Information obtained through incident reports is used by our team to make patient care safer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. We invite risk managers to present information or have discussions with us.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.4 Individual Development

Please mark the box most applicable to your opinion.

	Strongly Disagree	Slightly Disagree	Neither Agree nor Disagree	Mostly Agree	Strongly Agree
29. The team supports my professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. The team supports my individual learning activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. My team provides me with useful ideas and practical support.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. My team helps me to optimise my professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. We pay attention to each other's work so that the work done remains at a high standard.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. My team helps me to optimise patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. We pay attention to each other's behaviour relevant to patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.5 Inter-professional Credibility

Please mark the box most applicable to your opinion.

	Strongly Disagree	Slightly Disagree	Neither Agree nor Disagree	Mostly Agree	Strongly Agree
36. I am comfortable accepting procedural suggestions from other team members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. I trust that other members' knowledge about the project is credible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. I am confident about relying on the information that other team members bring to the discussion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. When other team members give information, I want to double-check it for myself.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. I do not have much faith in the other team members' "expertise".	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. Input from junior members of the team about patient care and safety is listened to in the team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. I do not have much faith in the other team members' expertise about patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. I am comfortable accepting suggestions about patient care and safety from other team members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.6 Inter-professional Learning

Please mark the box most applicable to your opinion.

	<i>Strongly Disagree</i>	<i>Slightly Disagree</i>	<i>Neither Agree nor Disagree</i>	<i>Mostly Agree</i>	<i>Strongly Agree</i>
44. There is often conflict between professional groups about how best to achieve our objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. There is a feeling of trust and safety between colleagues with different professional backgrounds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. There is a climate of constructive debate between professional groups within the group.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. All professional groups work closely together to achieve the task.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. There is a high level of co-operation and trust between different professional groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. Between professional groups there is a climate of constructive debate about patient safety issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. There is often conflict between professional groups about how best to achieve patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. All professional groups work closely together to ensure patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.7 Regular Contact

Please mark the box most applicable to your opinion.

	<i>Strongly Disagree</i>	<i>Slightly Disagree</i>	<i>Neither Agree nor Disagree</i>	<i>Mostly Agree</i>	<i>Strongly Agree</i>
52. There is regular contact among group members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. We hold group meetings regularly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. We are regularly in touch with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. We have frequent and mutual exchanges.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. The group members meet frequently to discuss topics informally.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. We have frequent and mutual exchanges about patient safety issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. We regularly hold group meetings about patient safety and adverse incident management issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.8 Mutual Trust

Please mark the box most applicable to your opinion.

	Strongly Disagree	Slightly Disagree	Neither Agree nor Disagree	Mostly Agree	Strongly Agree
59. There is trust and friendliness among group members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60. We support each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. Among group members there is a strong sense of helpfulness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62. Among group members there is understanding and empathy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. There is lack of team working in this work group.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64. With patient safety issues in particular there is a strong sense of helpfulness among group members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. With issues of adverse incident management in particular there is trust and friendliness among group members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.9 Team Efficacy

Please mark the box most applicable to your opinion.

	Strongly Disagree	Slightly Disagree	Neither Agree nor Disagree	Mostly Agree	Strongly Agree
66. Achieving this team's goal is well within our reach.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. This team can achieve its task without requiring us to put in unreasonable time or effort.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
68. Certain individuals in this team lack the special skills needed for good team work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69. This team can achieve high standards in patient safety without requiring us to put in unreasonable time or effort.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70. Certain individuals in this team lack the skills needed for good team work in service or patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71. Members of this work group have more than enough talent and experience to ensure patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72. Everyone in this work group has the special skills that are needed to ensure patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.10 Team Stability / Longevity

Please mark the box most applicable to your opinion.

	<i>Strongly Disagree</i>	<i>Slightly Disagree</i>	<i>Neither Agree nor Disagree</i>	<i>Mostly Agree</i>	<i>Strongly Agree</i>
73. There is a high turnover of staff in this team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74. I have the impression that many people have left the team over the last 6 months.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.11 Shared Leadership and Leadership Clarity

Please mark the box most applicable to your opinion.

	<i>Strongly Disagree</i>	<i>Slightly Disagree</i>	<i>Neither Agree nor Disagree</i>	<i>Mostly Agree</i>	<i>Strongly Agree</i>
75. A number of people lead the team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
76. We all have leadership roles in one way or another.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
77. There is a very clear leader.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
78. There is no clear leader.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
79. There is conflict over who leads the team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
80. Team members take initiatives to promote high shared motivation and commitment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
81. Team members take initiatives to make sure the team develops and uses the best possible approach to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
82. Team members take initiatives to help the work group build and use members' knowledge and skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
83. Team members take initiatives to constructively resolve problems or conflicts that develop among members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
84. Team members tell other members what to do and how they should do it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 2 Incident Reporting

This part of the questionnaire asks for details about how incidents are reported and handled within your team and the organisation you work for.

Please mark the box most applicable to your opinion or enter a number.

1. How many patient safety incidents have you observed in the last six months?
2. How many errors have you reported in the last six months?
3. In the last six months, how many errors or near misses did you see that could hurt patients?
4. In the last six months, how many errors or near misses did you see that could hurt staff?
5. Do you know how to apply Root Cause Analysis tools and techniques? Yes No
6. If yes – how many times have you used RCA tools and techniques in the last 12 months?

Section 3 About the Team You Have Been Considering

1. How many teams do you work in?
 1 2 3 4 5 More than 5

If you work in more than one team, please answer the questions below in relation to the team you have been considering throughout this questionnaire.

2. How would you categorise the type of team that you have answered the above questions about?
 Multi-disciplinary (e.g. ward team, outpatient team)
 Uni-disciplinary (e.g. medical team, community nursing team)
3. Is your team a:
 permanent team?
 project team – established to carry out a specific short-term project?
4. How many people work in this team?
Please mark the box for the number of core members.
 2–5 6–9 10–15 More than 15
5. Is your team recognised by others in the Trust as a team?
 Yes No

Section 4 Biographical Details / Background Details

This part of the questionnaire asks for details about you and your work. The information you give may be used to compare the responses from different groups of staff.

1. Gender Female Male
2. Age 16–29 30–39 40–49 50–59 60+
3. My ethnic group is ...
- | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>White</p> <p><input type="checkbox"/> British</p> <p><input type="checkbox"/> Irish</p> <p><input type="checkbox"/> Other White background</p> <p>Asian/Asian British</p> <p><input type="checkbox"/> Indian</p> <p><input type="checkbox"/> Pakistani</p> <p><input type="checkbox"/> Bangladeshi</p> <p><input type="checkbox"/> Any other Asian background</p> | <p>Mixed</p> <p><input type="checkbox"/> White and Black Caribbean</p> <p><input type="checkbox"/> White and Black African</p> <p><input type="checkbox"/> White and Asian</p> <p><input type="checkbox"/> Any other mixed background</p> <p>Black/Black British</p> <p><input type="checkbox"/> Caribbean</p> <p><input type="checkbox"/> African</p> <p><input type="checkbox"/> Any other Black background</p> | <p>Chinese or other ethnic group</p> <p><input type="checkbox"/> Chinese</p> <p><input type="checkbox"/> Any other ethnic group
<i>(Please specify)</i></p> <p>_____</p> <p>_____</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
4. Type of contract Temporary/Bank Permanent Fixed Term Full time Part time
5. My job type is (please mark only one):

- | | |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| <input type="checkbox"/> Administration / Secretarial / Clerical Staff | <input type="checkbox"/> Allied Health Professions – Support Staff |
| <input type="checkbox"/> Allied Health Professional – Registered | <input type="checkbox"/> Ambulance Staff – Control Room |
| <input type="checkbox"/> Ambulance Staff – Operational | <input type="checkbox"/> Healthcare Sciences – Support Staff |
| <input type="checkbox"/> Healthcare Scientist | <input type="checkbox"/> General Management |
| <input type="checkbox"/> Medical / Dental Staff | <input type="checkbox"/> NHS Infrastructure – Maintenance / Ancillary |
| <input type="checkbox"/> NHS Infrastructure – Central Function / Corporate Services | <input type="checkbox"/> Nursing / Healthcare Assistant |
| <input type="checkbox"/> Nursing - Registered | <input type="checkbox"/> Social Care – Support Staff |
| <input type="checkbox"/> Social Care – Social Worker | |
| <input type="checkbox"/> Other – please specify | |

Thank you for taking the time to complete this questionnaire.

Appendix 4: Team Climate Assessment Measurement Questionnaire Adapted Tool

استبيان فريق العمل و إدارة الجودة الشاملة

على بن هيف آل مغيب

جامعة نيرو إنجلند

تهدف فلسفة ادارة الجودة الشاملة الى تلبية احتياجات العميل و تحسين إتمام موضوعات متعلقة بإنتاجية فريق العمل و الاستدامة.

هناك عوامل تؤثر على تحقيق هذه الاهداف من بينها فريق العمل. هذا الاستبيان يقدم بنودا تدرج تحت هذا العامل و أثبتت الدراسات مدى تأثيره على عملية تطبيق معايير الجودة الشاملة.

الجزء الاول من الاستبيان يسأل عن بيانات شخصية غير معرفة ، و الجزء الثاني يتكون من جمل تمثل بنودا متعلقة بفريق العمل التي يمكن ان تؤثر على ادارة الجودة الشاملة،

مطلوب منك ان تؤثر على الاجابات التي تعكس معتقداتك. أما الجزء الثالث فهو عبارة عن أسئلة ذات طبيعة مفتوحة، حيث يمكنك في هذا الجزء اضافة ما تعتقد أنه مهم و لم تجده في بنود الاستبيان.

تذكر ان مشاركتك اختيارية، وتستطيع أن تنسحب دون اى تبعات إذا شعرت بعدم الرغبة في اكمال الاستبيان مع العلم أن جميع المعلومات التي تقدمها سرية. من المتوقع أن تستغرق تعبئة الاستبيان أقل من ٢٠ دقيقة .

في حالة وجود اى استفسار من فضلك اتصل بالطالب الباحث عن طريق

البريد الالكتروني :

Abo-haif@hotmail.com

جوال: +٩٦٦٥٥٥٢٦٦٦٧٥

الجزء الأول: البيانات الشخصية

السن: ----- سنة

الجنس: (١) ذكر (٢) أنثى

الجنسية: (١) سعودي (٢) غير سعودي (من فضلك اذكر جنسيتك):

المهنة:

١- مدير

٢- فريق طبي

٣- فريق التمريض

إذا كنت تعمل كمدير فما هو موقعك.....

أعلى درجة أكاديمية

١- دبلوم ٢- بكالوريوس ٣- ماجستير ٤- دكتوراه ٥- أخرى (اذكر المؤهل بالتحديد)-----

مجالات الدراسة:

سنوات الخبرة في مجال أحدث تخصص لك : ----- سنة

سنوات الخبرة في وظيفتك الحالية : ----- سنة

الجزء الثاني:

من فضلك حدد أي الفرق تنتمي إليها، و ضع علامة إكس حول أفضل الاجابات المناسبة التي تمثل خبرتك في العمل مع هذا الفريق. كل العبارات يتم تصنيفها كالاتي:

١- لا أوافق مطلقا ٢- لا أوافق الى حد ما ٣- لا أنا موافق و لا غير موافق ٤- أوافق الى حد ما ٥- اوافق بشدة

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					١٩	يقدم لى الفريق افكار مفيدة وعملية
					٢٠	يهتم الفريق لعمل كل فرد منا حتى يظل العمل فى النهاية على أعلى مستوى
					٢١	يهتم الفريق لسلوك كل فرد منا فيما يتعلق بأهداف الفريق
					٢٢	انتقبل بآرتياح الاقتراحات الاجرائية من أعضاء الفريق الاخر
					٢٣	اشعر بالإرتياح عند الاعتماد على المعلومات التى يأتى بها أعضاء الفريق الاخر خلال المناقشة
					٢٤	يستمتع الفريق لجميع الاسهامات التى يأتى بها أي عضو داخل الفريق
					٢٥	هناك نقاش بناء بين مجموعات المحترفين داخل المجموعة
					٢٦	يعقد الفريق اجتماعات المجموعة بشكل منتظم
					٢٧	أعضاء الفريق على اتصال ببعض بشكل منتظم
					٢٨	يتبادل الفريق الآراء المشتركة بشكل مستمر
					٢٩	يتقابل أعضاء الفريق باستمرار لمناقشة مختلف الموضوعات بشكل غير رسمى
					٣٠	يمكن تحقيق اهداف الفريق
					٣١	يمكن للفريق تحقيق مهامه دون وضع مجهودات اضافية غير ضرورية
					٣٢	لدى كل فرد فى الفريق المهارات اللازمة للعمل الجيد ضمن الفريق
					٣٣	عددالعاملين الذين يتركون الفريق مرتفع
					٣٤	لدى انطباع بأن الكثير من الناس تركوا الفريق خلال الستة اشهر الماضية
					٣٥	جميع أعضاء الفريق لديهم أدوار قيادية بشكل او بأخر
					٣٦	دورى داخل الفريق معرف بوضوح
					٣٧	هناك قائد لفريقنا
					٣٨	تصنع القرارات اعتمادا على مبادرات أعضاء الفريق الذى يعزز الالتزام و الدافعية المشتركة
					٣٩	القرارات التى يصنعها الفريق تعتمد على استخدام افضل طرق العمل الممكنة
					٤٠	يتخذ أعضاء الفريق القرارات التى تساعد المجموعة على بناء معرفتها و مهاراتها
					٤١	التواصل الفعال اساسى لتحقيق اهداف الجودة
					٤٢	التواصل الفعال يمكن ان يقلل الاخطاء التى يمكن تجنبها
					٤٣	التواصل الفعال يعزز عمل الفريق
					٤٤	انا راض عن جودة التواصل فى وحدتي \ قسمي
					٤٥	انا راض عن جودة التواصل بين الموظفين فى المنظمه.
					٤٦	انا راض عن جودة التواصل مع المدير المباشر.
					٤٧	أنا راض عن جودة التواصل مع الإدارة العليا
					٤٨	فرق العمل نشيطة و تقدر الإدارة اسهاماتها
					٤٩	تشجع الإدارة القرارات متعددة التخصصات و قرارات الفريق على المستويات المختلفة
					٥٠	تعطى الإدارة حوافز لتدعيم عمل الفريق
					٥١	تستشير الإدارة الموظفين الملائمين لحل مشاكل الجودة
					٥٢	تعطى الحوافز للموظفين الذين يشاركون فى وضع خطط الجودة
					٥٣	تقدر الإدارة عمل الموظف فقط بناء على ادائه

الجزء الثالث:

زميلي العزيز

ادعوك الى توضيح مشاركتك و خبرتك في العمل كفريق داخل القسم الذى تعمل به:

ما هو تعريفك لمفهومى "الفريق" و "فريق العمل"؟

ما دورك داخل فريق العمل؟

ما هي فوائد وتحديات فريق العمل؟

هل تريد اضافة اى تعليقات حول العمل كفريق ؟

Teamwork and Total Quality Management

A self- reporting questionnaire

Ali Almagheeb

University of New England

Total quality management (TQM) philosophy targets customer satisfaction while seeking to achieve issues of staff member productivity, sustainability and organizational goals. There are factors that influence the achievement of these goals. Among these factors is teamwork. This questionnaire addresses items within this factor that affect the overall process of quality management.

The first part of the questionnaire asks non-identifying demographic data. The second part is composed of statements that represent items of teamwork that may influence TQM. You are requested to mark the best response which reflects your own beliefs. The third part asks you to respond to open-ended questions. In this part you can write what you would like to add and which you believe was not addressed in the questionnaire items.

Remember, participation in this study is entirely your choice. Should you feel unwilling to complete this questionnaire, you may do so with no consequences at all. Filling the questionnaire is taken as consent to participate in study. All the information you provide is confidential. The questionnaire will take approximately 20 minutes to complete.

Should you have any inquiry, please contact the researchers on:
Abo-haif@hotmail.com or +966555266675

Part 1- Demographic Data

Please circle the appropriate response

Age:.....years.

Gender:

1. Male 2. Female

Nationality:

1. Saudi
2. Non Saudi (Please indicate your nationality): _____

Profession:

1. Manager
2. Medical staff
3. Nursing staff

If you are a manager at your area, what is your position?

Highest level of qualifications:

1. Diploma 2. Bachelor Degree 3. Masters 4. PhD 5. Other

(Specify the name of your qualification) _____

Area of education: _____

Years of experience in your most recent discipline:years

Years of experience working in your current position:.....years

Part 2

Please reflect on one of the teams you are involved in, and mark with X the response which best represents your experiences with working in that team.

Task Reflexivity		1-Strongly Disagree	2-Slightly Disagree	3-Neither Agree nor Disagree	4-Mostly Agree	5-Strongly Agree
1	The team reviews its objectives.					
2	This team frequently seeks new information that leads us to make important changes.					
3	In this team we modify our objectives in light of changing circumstances.					
4	Team always discusses information concerning work during team meetings.					
5	Team reviews its approach to getting the job done.					
6	The team reviews its approach of making decisions.					
Participative Trust						
7	If you make an error in this team, nothing is held against you.					
8	People in this team accept others even when having different opinions.					
9	I can ask other members of this team for help at anytime.					
10	Team members always appreciate my efforts.					
11	There is trust among group members.					
12	There is friendliness among group members.					
13	There is an adequate team working in this work group.					
14	There is a high level of co-operation and trust between different professional groups.					
Team Learning Behaviour						
15	Team members regularly take time to consider ways of improving work processes.					
16	This team tends to handle differences of opinion privately rather than addressing them directly as a group.					
17	Team invites people, including risk managers, to present information or have discussions with us.					
18	The team supports my professional development.					
19	The team provides me with useful ideas and practical support.					
20	Team pays attention to each other's work so that the work done remains at a high standard.					
21	Team pays attention to each other's behavior relevant to team goals.					
22	I am comfortable accepting procedural suggestions from other team members.					
23	I am confident about relying on the information that other team members bring to the discussion.					
24	Team listens to input from each individual member.					
25	There is a constructive debate between professional groups within the group.					

	Team Learning Behaviour	1-Strongly Disagree	2-Slightly Disagree	3-Neither Agree nor Disagree	4-Mostly Agree	5-Strongly Agree
26	Team holds group meetings regularly.					
27	Team members are regularly in touch with each other.					
28	Team has frequent and mutual exchanges.					
29	The group members meet frequently to discuss topics informally.					
Team Efficacy and Stability						
30	The team's goals are achievable.					
31	This team can achieve its task without putting unnecessary extra effort.					
32	Everyone in this team has the skills needed for good team work.					
33	There is a high turnover of staff in this team.					
34	I have the impression that many people have left the team over the last 6 months.					
Leadership and Decision Making						
35	All team members have leadership roles in one way or another.					
36	My role is clearly defined within the team.					
37	There is a leader to our team.					
38	Decisions are made based on team members' initiatives that promote shared motivation and commitment.					
39	Decisions made by the team are based on the use of the best possible approach to work.					
40	Team members take decisions that help the group build their knowledge and skills.					
Impact of Effective Communication						
41	Effective communication is crucial to achieve quality goals.					
42	Effective communication can reduce preventable mistakes.					
43	Effective communication promotes teamwork.					
44	I am satisfied with the quality of communication in my unit/department.					
45	I am satisfied with the quality of communication between employees in the organization.					
46	I am satisfied with the quality of communication with the direct manager.					
47	I am satisfied with the quality of communication with the top management.					
Management Support						
48	Teams are active and their input is appreciated by management.					
49	Management encourages multidisciplinary, multilevel team decisions.					
50	Management gives incentives to promote teamwork.					
51	Management consults appropriate employees to solve quality issues.					
52	Incentives are given to employees who participate in setting quality plans.					
53	Management appreciates employees' work based only on their performance.					

Part 3

Dear colleague,
I invite you to elaborate on your participation in and experience with teamwork in your department.

How would you define a team? Teamwork?

What is your role in the team?

What are the benefits or challenges of teamwork?

Would you like to add any further comments about teamwork?
