

Health & Safety Management Systems
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Public Services Health
& Safety Association™
A Health & Safety Ontario Partner

Adopting a Health and Safety Management System in Public Health

**A New Leadership Imperative to
Establish a Culture of Safety for
Clients, Employees and the Public**

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A Changing Landscape

Motivators for creating a culture of safety

- Shrinking work forces
- Shortages of skilled health care professionals
- Increasing complexity of technology
- Increasing complexity of client care
- Rising injury rates
- Growing public demand for quality health care

A Systems Approach to Safety

- ✓ Research has shown that encouraging employees to be healthy while fostering and supporting a safe work environment is a leading business practice
- ✓ Quality of care is dependent on a healthy and safe workforce
- ✓ Developing a culture of health, safety and wellness is an evolving journey, one requiring a holistic focus with the latitude to move beyond the traditional safety paradigm

A Health and Safety Management System

“the integrated set of organizational elements involved in a continuous cycle of planning, implementation, evaluation and continual improvement, directed toward the abatement of occupational hazards in the workplace”

(Robson et al. 2005)

PSHSA Health & Safety Management System

- Designed for **health and community care**
- Blueprint for building/advancing one culture of safety and health for both patients, staff & public
- Focuses on a system of care that links organizational relationships (environment, culture, system/design and human factors) to achieve safety solutions and quality outcomes
- Shared potential for employee/client system benefits
- PSHSA - MoHLTC/HealthForceOntario Partnership

Operational Diagram



Five Management System Pillars



Pillar One: Leadership and Commitment

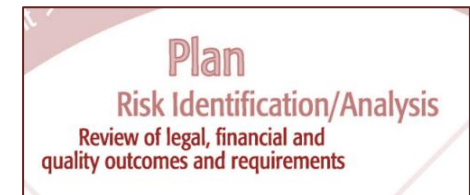
Key Elements

- Senior management commitment
- Roles and responsibilities of all workplace parties
- Allocation of human/fiscal resources
- Education and training
- Joint Health & Safety Committee involvement
- Effective leadership and the internal responsibility system

Pillar Two: Risk Identification and Analysis

Key Elements

- Develop a comprehensive risk management program
- Collect, analyze, summarize & prioritize
- Conduct a walk-through
- Set objectives/develop action plan
- Review mechanism to ensure compliance with applicable legislation



Pillar Three: Risk Management and Control

Key Elements

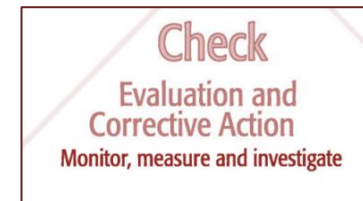
- Implement risk control programs
- Implement hazard specific controls
- Use the hierarchy of controls
- Ensure safety integrated into patient care
- Documentation and record keeping



Pillar Four: Evaluation and Corrective Action

Key Elements

- Mechanism to monitor, measure, investigate, audit and enhance the HSMS
- Monitoring and measurement should be continuous
- Leading and lagging indicators
- Regular schedule of audits
- Ensure corrective action occurs



Pillar Five: Strategic Review and Continuous Improvement

Key Elements

- Identify need for change and the actions required to implement the change
- Review organizational strategic plan and revise as required
- Ensure adequate fiscal and human resources
- Communicate results to workplace parties including the Joint Health and Safety Committee



HSMS Implementation

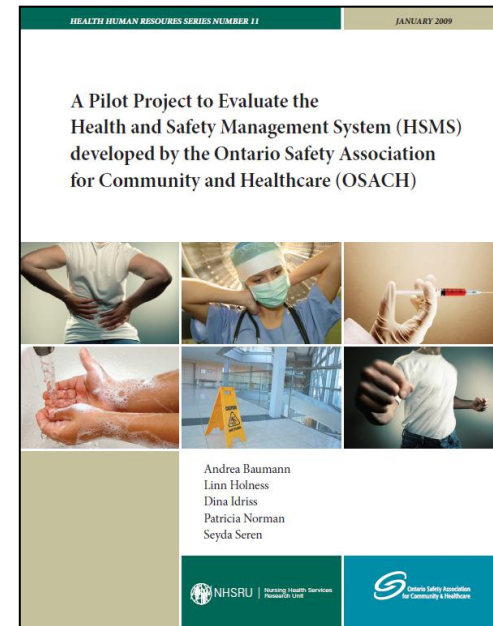


Leadership is Key

- Adopt as a strategic priority & align with corporate vision, values, goals and resources
- Infuse/merge with the organizational culture
- Recognize, reinforce and continuously evaluate
- Lead, model and reward the desired outcomes

HSMS Process Evaluation

- Funded by HealthForce Ontario
- 12 month process evaluation in 6 Ontario healthcare organizations – 5 hospitals and 1 LTC home
- Principle Investigator –
Nursing Health Services
Research Unit at
McMaster University
- Pre-post surveys, on-site visits,
interviews and focus groups



Process Evaluation

Key facilitators to advancing a culture of safety:

- Demonstrable commitment by senior leaders
- Clear accountability for safety at all levels
- Clear articulation of safety in vision and strategic plan
- Comprehensive infrastructure to support safety (policies, procedures, committee structure, education, communication strategy; evaluative framework)

Recommendations

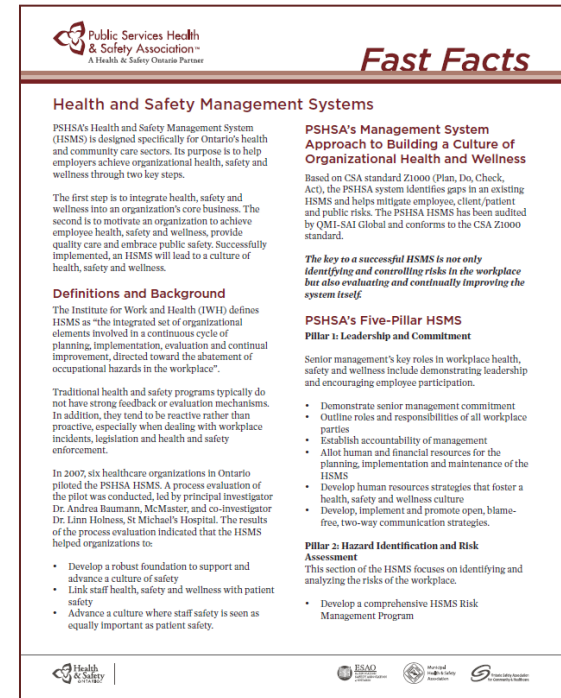
- Infrastructure to support a culture of safety
- Workforce planning and human resources consideration
- Validation of the HSMS tool as meeting CSA requirements



Report is available from www.nhsru.com

Resources Available

- HSMS Fast Fact
- HSMS Resource Manual
- HSMS Implementation Guide
- The system was licensed for use by the Northern Health Authority in British Columbia in 2010
- Currently in discussions with Alberta Health Services



The image shows the cover of a document titled "Fast Facts" from the Public Services Health & Safety Association. The document is titled "Health and Safety Management Systems" and discusses the PSHSA's Health and Safety Management System (HSMS). It includes sections on definitions and background, and lists five pillars of the HSMS: Leadership and Commitment, Hazard Identification and Risk Assessment, and three others. The document is dated 2010 and includes logos for the Public Services Health & Safety Association, ESMO, and the Ministry of Health & Long-Term Care.

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Fast Facts

Health and Safety Management Systems

PSHSA's Health and Safety Management System (HSMS) is designed specifically for Ontario's health and community care sectors. Its purpose is to help employers achieve organizational health, safety and wellness through two key steps.

The first step is to integrate health, safety and wellness into an organization's core business. The second is to motivate an organization to achieve employee health, safety and wellness, provide quality care and embrace public safety. Successfully implemented, an HSMS will lead to a culture of health, safety and wellness.

Definitions and Background

The Institute for Work and Health (IWH) defines HSMS as "the integrated set of organizational elements involved in a continuous cycle of planning, implementation, evaluation and continual improvement, directed toward the abatement of occupational hazards in the workplace".

Traditional health and safety programs typically do not have strong feedback or evaluation mechanisms. In addition, they tend to be reactive rather than proactive, especially when dealing with workplace incidents, legislation and health and safety enforcement.

In 2007, six healthcare organizations in Ontario piloted the PSHSA HSMS. A process evaluation of the pilot was conducted, led by principal investigator Dr. Andrea Baumann, McMaster, and co-investigator Dr. Linn Holness, St Michael's Hospital. The results of the process evaluation indicated that the HSMS helped organizations to:

- Develop a robust foundation to support and advance a culture of safety
- Link staff health, safety and wellness with patient safety
- Advance a culture where staff safety is seen as equally important as patient safety.

PSHSA's Management System Approach to Building a Culture of Organizational Health and Wellness

Based on CSA standard Z1000 (Plan, Do, Check, Act), the PSHSA system identifies gaps in an existing HSMS and helps mitigate employee, client/patient and public risks. The PSHSA HSMS has been audited by QMI-SAI Global and conforms to the CSA Z1000 standard.

The key to a successful HSMS is not only identifying and controlling risks in the workplace but also evaluating and continually improving the system itself.

PSHSA's Five-Pillar HSMS

Pillar 1: Leadership and Commitment

Senior management's key roles in workplace health, safety and wellness include demonstrating leadership and encouraging employee participation.

- Demonstrate senior management commitment
- Outline roles and responsibilities of all workplace parties
- Establish accountability of management
- Allot human and financial resources for the planning, implementation and maintenance of the HSMS
- Develop human resources strategies that foster a health, safety and wellness culture
- Develop, implement and promote open, blame-free, two-way communication strategies.

Pillar 2: Hazard Identification and Risk Assessment

This section of the HSMS focuses on identifying and analyzing the risks of the workplace.

- Develop a comprehensive HSMS Risk Management Program

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www.pshsa.ca



www.healthandsafetyontario.ca