



EHSSSENTIALS 2018

Environmental, Health & Safety Symposium for Healthcare

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Legacy Emanuel Lorenzen
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PRESENTED BY



bsi.

Building a Mature Safety Culture

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Introduction

- It's easy to make and enforce new safety rules, but many organizations never figure out how to make the new rules “stick”
- This presentation will demonstrate a model of how organizational safety culture grows, evolving from focus on compliance to pride in continuous improvement, and finally to instinctual recognition of organizational values
- The model gives valuable directions to leaders with cues for stimulating timely change

Aligning How We Think About Incidents and Injuries

Part 1: What's the Impact, and Who is Responsible?



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Are Incidents and Injuries Inevitable?

- Imagine a 99% success rate:
 - What does that mean for a business?
 - What does that mean in industry?
 - What does that mean in life?
- Who can stop accidents and injuries?

Video

Highlights from Remember Charlie

Group Discussion

- Do you know someone who was seriously injured at work or home?
- What happened? How could it have been avoided?
- How much of the accident was the responsibility of the injured person? The environment?
- Who else was impacted? How?

What do these events tells us about:

- Our responsibility for safety of others?
- The impact injuries would have on our families?

What's the impact to the organization?

Part 2: The Influence of Our Paradigms

Acknowledging Our Baseline Beliefs



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Paradigm:

n: the way an individual *perceives, understands, and interprets the surrounding world*

Common Safety Paradigms

- It won't happen to me
- You can't make everything idiot-proof
- Accidents happen
- When push comes to shove, safety loses
- We are already safe enough
- Taking care of patients is more important than employee safety
- Health care work is inherently risky
- Management is more concerned with schedules and costs than safety
- People are careless

Considering the State of Affairs:

Injuries are Unavoidable



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How's Healthcare Doing?

Group Discussion

Can We Predict 2019 Injuries?

- Do you think anyone will get hurt in 2019?
- How will it happen?
- What will be the outcome?
- How will this affect them?
- How will this affect us?

INEVITABLE

What Defines an Injury-Free Environment?

- All injuries are avoidable
- No injuries are acceptable

21st Century Safety Paradigm

*It is possible to
work Injury-Free*

How could that be possible?

Are Improved Policies and Procedures the answer?

Traditional View: Heinrich and Peterson

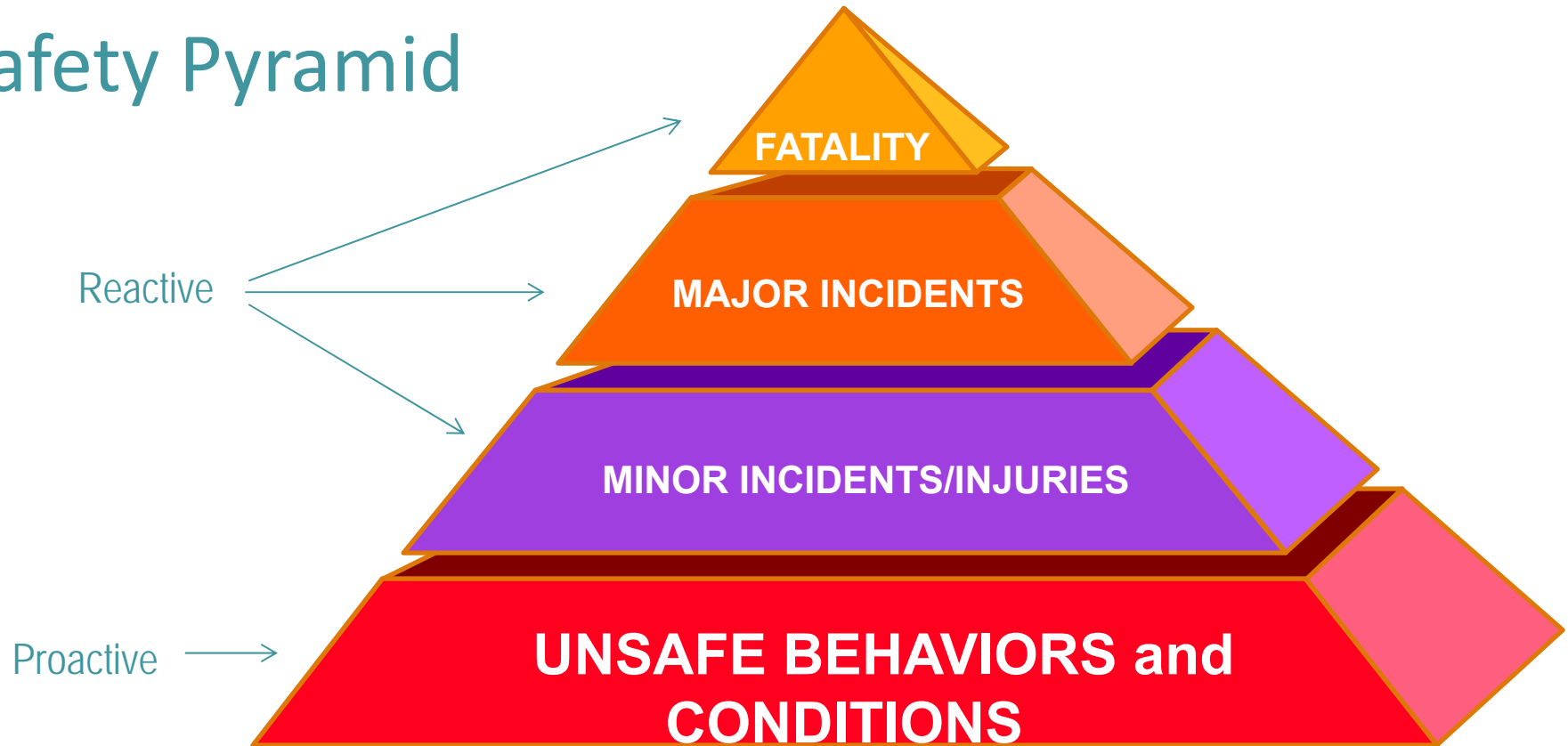
96% of all injuries are caused by human factors or error

- National Safety Council

Conditions vs. Acts

- Unsafe Conditions
 - Physical condition of the workplace, facility, equipment, or tools
- Unsafe Acts
 - Employees' actions, movements, habits, and behaviors

Safety Pyramid



Influencing Behaviors

- If we claim to believe we can make workplaces safe, we are obligated to focus on behaviors – our own and other people’s – and the environment that influences them
- How do personal **values** and **priorities** affect decisions about actions?

Influencing Behaviors: Values vs. Priorities

- Value
 - Principle; or intrinsically desirable quality
 - Deeply-held belief
- Priority
 - Superiority in rank, time, or position
 - Task meriting focused attention

Characteristics of Values vs. Priorities

Values

- Don't easily change
- Recognized unconsciously
- Not readily influenced by others or circumstances
- Require life change to change a value

Priorities

- Change frequently
- Require conscious attention
- Easily influenced by others or circumstances
- Take precedence over another

How do People in High-Performing Organizations Treat Safety?

Safety is a value, not a priority

Focusing on Human Behaviors has always
made sense, but....

Refuting Heinrich

Common interpretation of Heinrich's work promotes two potentially erroneous theories:

- Injuries and accidents are primarily due to unsafe acts by employees
- Reducing frequency of accidents will also reduce severe injuries

Safety Culture and Safety Climate

- Culture: “The way things are here”
- Climate: The measurable indicators and empirical evidence of what the culture is

The Safety Environment We Create

“The safest, best-trained, best-supported workers will still do whatever it takes to cope with the conditions we leaders create for them”

— Mike Porter, US Navy, retired; Intel Corporation, retired

The *Columbia* Disaster

“Many accident investigations do not go far enough. They identify the technical cause of the accident, and then attach it to a variant of “operator error.” But this is seldom the entire issue. When the determinations of the causal chain are limited to the technical flaw and individual failure, typically the actions taken to prevent a similar event in the future are also limited: fix the technical problem and replace or retrain the individual responsible.

Putting these corrections in place leads to another mistake: The belief that the problem is solved. Too often, accident investigations blame a failure only on the last step in a complex process, when a more comprehensive understanding of that process could reveal that earlier steps might be equally or even more culpable.”

— *Columbia* Accident Investigation Report, *Columbia* Accident Investigation Board, NASA, Washington, DC (2003)

The TriMet Tragedy of April 24, 2010

“Principal Recommendations

To help TriMet create a culture that structurally and practically places safety at the forefront, the task force arrived at four principal recommendations:

1. TriMet Culture: Make safety a value, not just a priority, by transforming TriMet’s culture
2. Communication and Engagement: Empower operators to be active participants in their work as the face of the agency to the public; Engage the community in helping TriMet be successful in an ever-growing complex operating environment
3. Accountability, Empowerment, and Support: Elevate and expand the Safety Department by appointing an Executive Director of Safety, who will be responsible for developing and implementing a comprehensive safety program, enhanced tools for accountability, and an employee support structure
4. Tools, Systems, and Processes: Develop metrics for driving performance and make better use of safety data to inform decision making”

— *TriMet Safety & Service Excellence Task Force Final Report*, October 20, 2010

The Role of Leadership

- What conditions do we create for our people?
- When they look around, what do they think we really want – what is the REAL Safety Climate?

What It Really Takes to Create a Vibrant Safety Culture:

- Deeply-held commitment by individuals
- Highly visible, unwavering management support
- Open and frequent communication

Part 3: The Phases of Safety Excellence

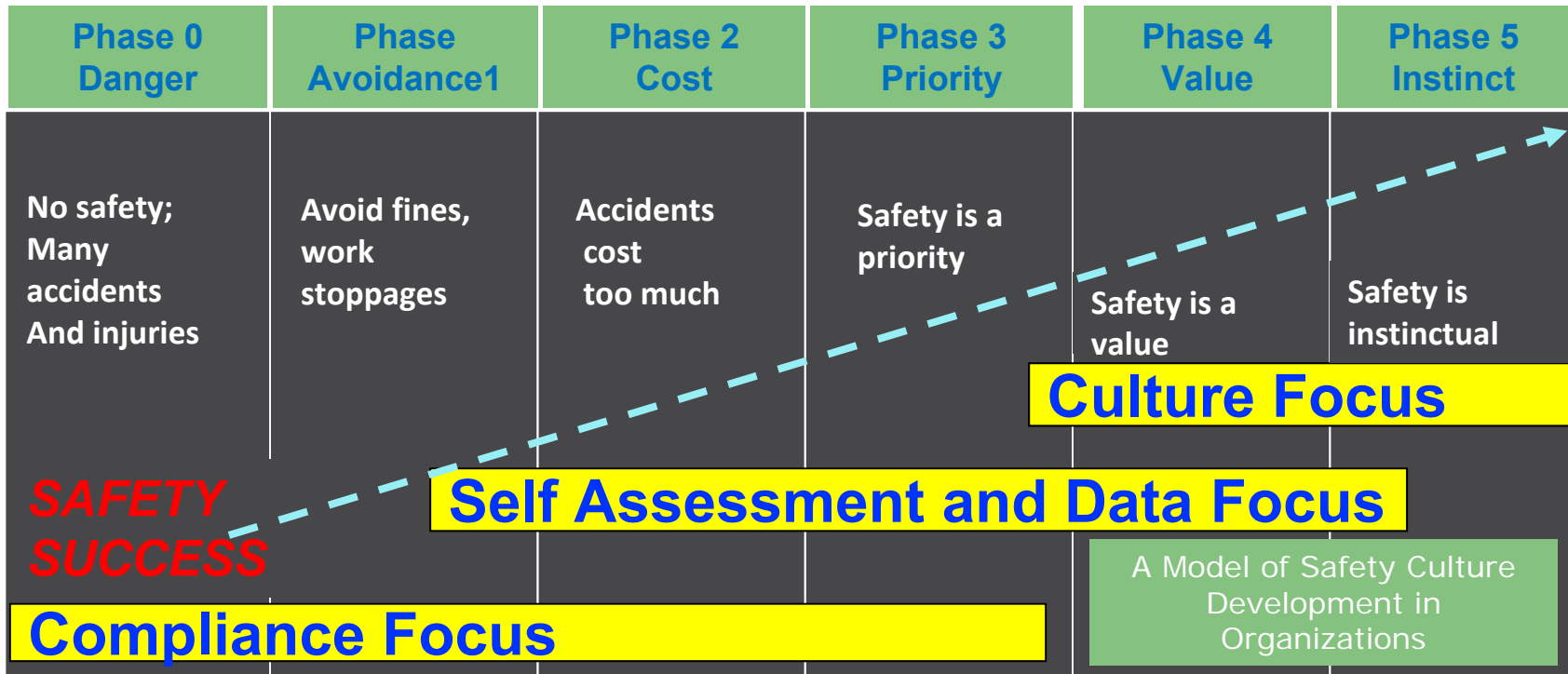
Alignment Point: How Organizations Develop and Evolve



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Phases of Safety Excellence



Think About:

- Which phase is my organization in today?
- Are all my organization's groups at the same level of maturity?
- What are the primary tactical styles (the yellow bars) that we use to prevent injuries today?
- Are these appropriate for the stage of maturity?

Questions?

Thank you!



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