



EHSSSENTIALS 2016

Environmental, Health & Safety Symposium for Healthcare

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Stanford University
Medical Center
Palo Alto, CA



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Organizational Resilience

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EHSSSENTIALS 2016

Environmental, Health & Safety Symposium for Healthcare

Outline

- Review of Traditional EHS Improvement Initiatives
 - Pros and Cons of each approach
- What is Organizational Resilience?
- How do we apply Organizational Resilience to our EH&S initiatives?
- Q&A/Discussion

Traditional Methods of EHS Improvement

- Management Systems
 - OSHA VPP
 - OHSAS 18001
 - ISO 14001
- Behavior Based Safety
 - DuPont STOP Program
 - Safety Performance Solutions
 - Behavioral Science Technology

Management Systems Pros and Cons

Pros

- Standards-Based
- Structure
- 3rd Party Validation
- Benchmarking

Cons

- Can take up to 3 years to implement
- May be difficult in a hospital environment due to lack of management systems familiarity

Behavior Based Safety Pros and Cons

Pros

- Engagement of the entire workforce
- Focused on leading indicators for injuries

Cons

- Challenging in high turnover environments
- Focus on behaviors vs environment
- Safety focus vs all EHS
- Can be administratively burdensome

Organizational Resilience

Harnessing experience,
embracing opportunity



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What is it?

“the ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper”

Being a “Strategic Enabler”

- Positive, forward-looking
- Taking measured risks with confidence
- Flexible and proactive

Mastering Change

- Adopting excellent habits
- Founded on the values of the company
- Top-down direction
- Bottom-up engagement

Learning from Experience

- It’s not what happens, It’s what you do with what happens
- Knowledge sharing

Research

- 411 business execs surveyed
- 61% heads of departments, SVPs or CEOs
- 20% from companies over 100 years old
- 16% from companies less than 10 years old
- Geographical spread
 - Asia Pacific (30%)
 - North America (30%)
 - Europe (29%)
 - Other (11%)



Organizational Resilience identified as a priority



A business priority
(88%)



Essential to long-term growth
(80%)



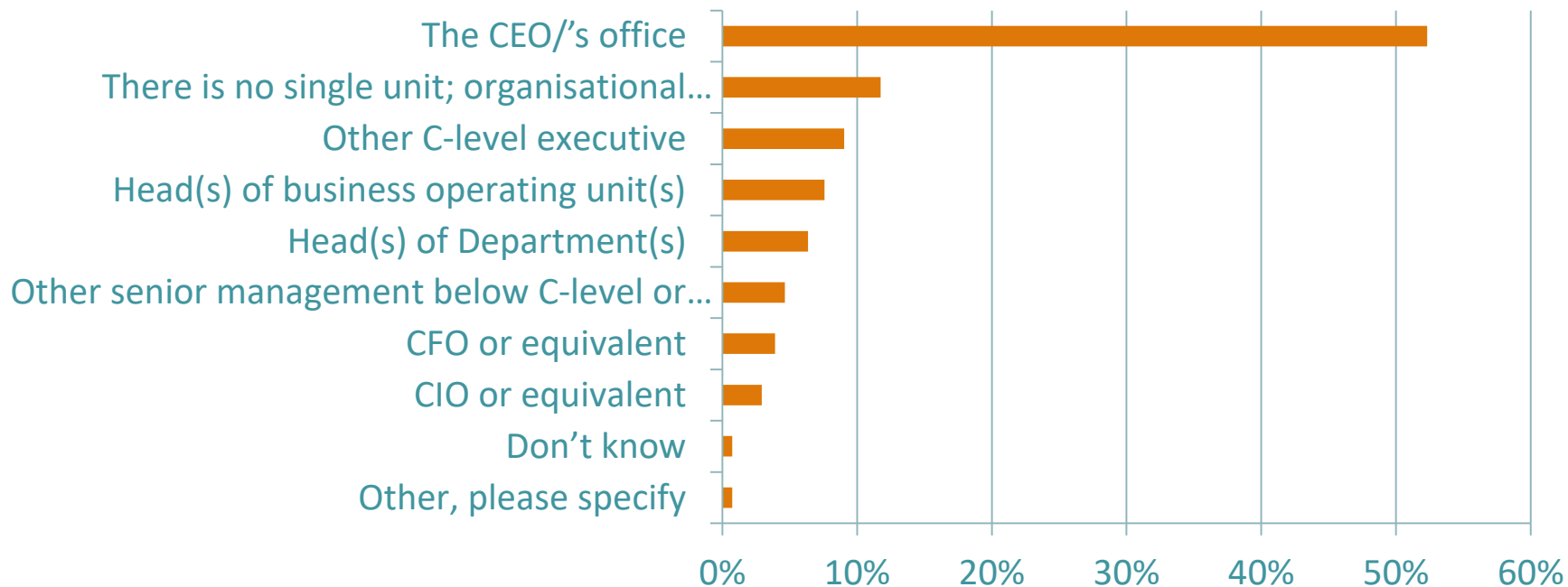
A competitive advantage
(61%)

Yet

Only 29% say that resilience-oriented practices are embedded today
Meaning 69% of Organisations need help

Responsibility comes from the top

Who takes responsibility for Organizational Resilience?



Three Domains



Building a Resilient Organization

Governing your business

Running your business

Addressing your customer needs

Valuing your people

Managing & securing information

Protecting brand reputation

Protecting infrastructure

Ensuring supply chain continuity

Enabling trust & reputation

Minimizing security risk

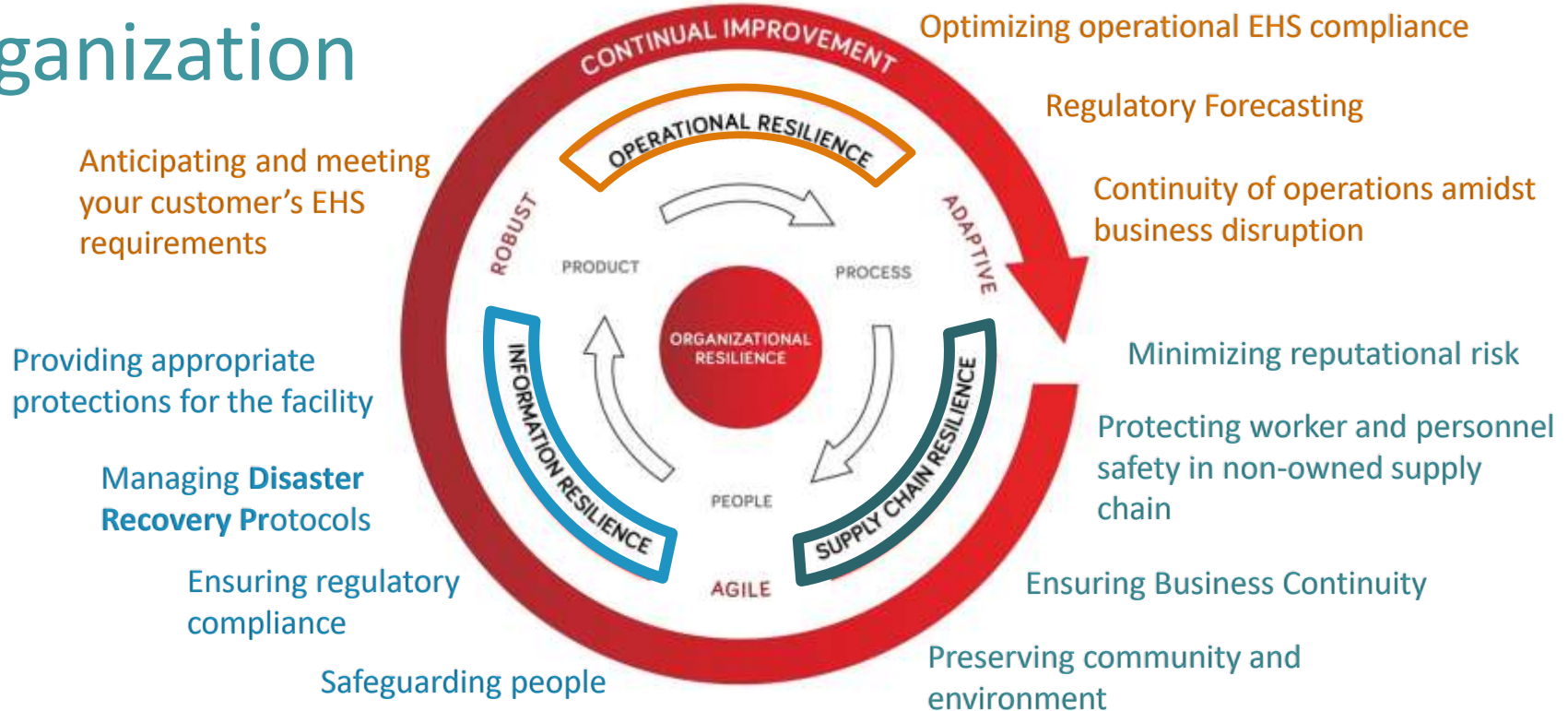
Ensuring regulatory compliance

Mitigating social risk

Safeguarding people



Building EHS Resilience Throughout The Organization



Benefits of Building EHS Resilience Within The Organization

Competitiveness

Seeing challenges as opportunities and learning from disruptions means faster adaptation to change

A nimble company adapts early, builds innovation, and anticipates what's next

Coherence

Operational resilience measures align with strategic resilience objectives for side-to-side and top-to-bottom coherence

Efficiency and Effectiveness

Working in a coherent, integrated framework saves time and money

Allows the business to swiftly allocate resources to improve efficiency and effectiveness

Reputation

Brand, trust, and reputation are understood and empowered by all interconnected internal groups

Societal/Community Resilience

Organizational resilience supports community resilience and assures external stakeholders of organization's success

Environment Health and Safety Continuum

Reactive



Working Toward Compliance

- Few written programs
- Little or no professional EHS management

Responsive



Achieving Compliance

- Many EHS programs
- EHS professional management



Compliance +

- Internal audits
- Regular updates of EHS programs
- Team of EHS professionals

Proactive



EHS Continuous Improvement

- Established continuous improvement systems in place
- EHS culture optimized
 - Organizational resilience framework in place
 - EHS and Sustainability tied to organization initiatives



EHS Leadership

- Sector leader
- Best in Class
- Organizational resilience is core to the company
- EHS and Sustainability tied to competitive advantage

Organizational Resilience Continuum

Operational, Supply Chain & Information Resilience

Core to Making Excellence a Habit



Communicating EHS Value Through Organizational Resilience



In Summary

Three areas of focus



Bringing real benefit

Competitiveness

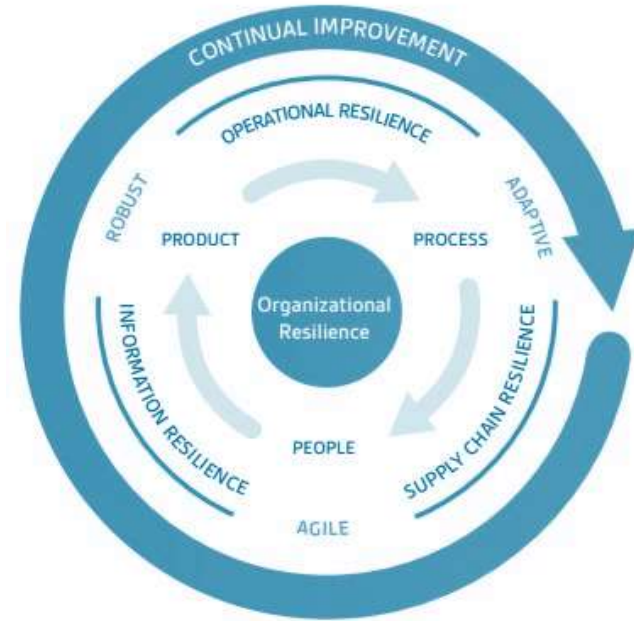
Coherence

Efficiency and Effectiveness

Reputation

Societal/Community Resilience

Holistic approach



Find out more about Organizational Resilience

www.bsigroup.com/Organizational-Resilience



Questions

