



SafeCare BC



Partnership for Work, Health and Safety
www.pwhs.ubc.ca

Safety in Our DNA: How Organizational Culture is Harnessed to Create Safer Work Environments

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May 2015
Whistler, British Columbia



1. Defining safety culture and safety climate
2. Culture as part of a spectrum
3. Why culture matters
4. Key dimensions of safety culture
5. Creating change – culture in action
6. Measuring leading indicators, the Organizational Performance Metrics project
7. Conclusion



- Safety culture:

“The product of individual and group values, attitudes, competencies and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organization’s health and safety programmes. Organizations with a positive safety culture are characterized by communications founded on mutual trust, by shared perceptions of the importance of safety, and by confidence in the efficacy of preventative measures” (Cooper, 2000)



- Safety climate:
“Employees’ perceptions, attitudes, and beliefs about risk and safety, typically measured by questionnaire surveys and providing a ‘snapshot’ of the current state of safety” (Mearns and Flin, 1999).



Translation?

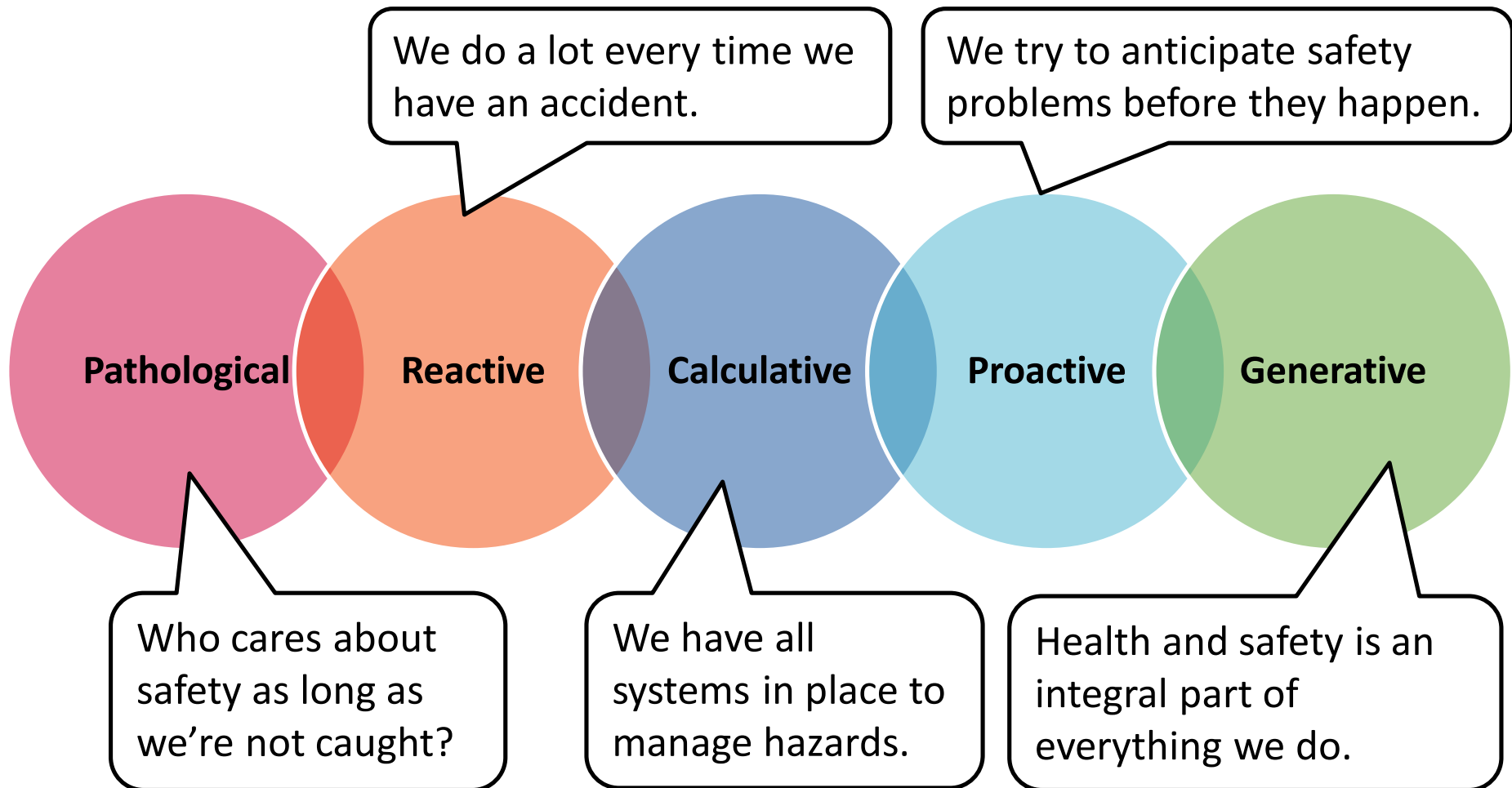
Culture is...
...what we



Climate is...
...what we



Culture as part of a spectrum



Group activity: Culture as part of a spectrum



Pathological

Who cares about safety as long as we're not caught?

Example: What it might look like in practice...

- We don't have a safe resident handling policy
- We haven't done any risk assessments (e.g. violence, MSIP, etc.)
- Our new employee orientation doesn't touch on safety – that stuff isn't important
- We don't have a OHS committee because they don't add any value
- If you hurt yourself, it's obviously your fault

As long as no one notices, why should we change anything?



High injury rates



Task emphasis

**Rigid hierarchies
(Command-and-Control
style management)**

Low staff engagement

“Every man for himself / It’s not my job”

Lack of accountability

**Siloed approaches to
problem-solving**

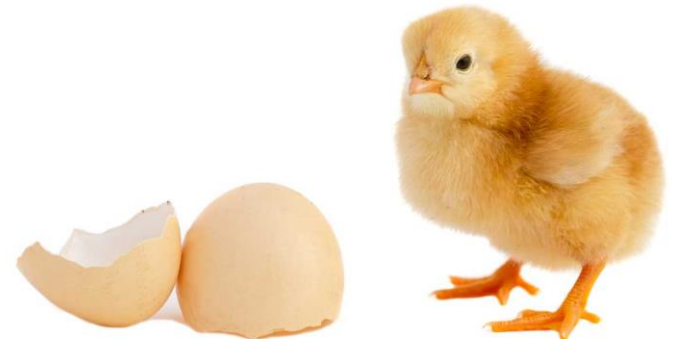
Poor communication

No data

Why should we care?

A strong safety culture results in...

- Fewer injuries among staff
- Lower staff turnover and higher job satisfaction
- More cohesive teams
- Better resident outcomes
- Decreased reliance on “manager-do” mentality
- Proactive problem-solving approach



Key dimensions: Culture of safety



Applying theory to practice



Example: Executive Walk Rounds (EWR)

- The application:
 - 6 executives conduct walk rounds
 - Once every four weeks for three months; 30-60 min ea.
- The results:
 - 12 issue themes ID'd (8 of 12 responded by end of study)
 - Those who participated in the EWR reported higher safety climate scores than those who didn't



LEADERSHIP

Example: Hiring practices

- The application:
 - Hiring based on previous safety performance
 - Behavioural-based interview: e.g. “Please provide an example of when you had to call a co-worker’s attention to a possible violation of safe work practices.”
- The results:
 - Hospitals who included safety performance in evaluation of potential hires = significantly lower injury rates



PRIORITY



Example: Training of new hires

- The application:
 - Provide safety training to new hires and
 - Evaluate whether learnings from training are being applied (e.g. peer coaching, spot checks)
- The results:
 - Training + evaluation = lower injury rates.
 - Training alone didn't account for injury reduction.



What strategies could you use?



Guiding questions:

- What could be **easily implemented**?
- Who are the **potential champions** / what or who are **potential barriers**?
- How would this fit with your organization's **strategy and values**?
- How would **staff** be **engaged**?

**NOW
RECRUITING**

Occupational Health and Safety Practices Survey in Long-term Care Facilities



OH&S practices survey in long-term care

This survey will establish a set of health and safety indicators that organizations can use to assess and improve their performance.

A leading indicator is a *measurable* health and safety characteristic that can help identify risks of work injury and illness.

Leading indicators can be used to improve health and safety within an organization and prevent injury and illness before they occur.

In contrast, lagging indicators measure work injury and illness after they happen.



Can we develop a tool to predict firm injury experience, based on an assessment by workplace parties of their current H&S practices?



Leading indicators for...

Low and sustained injury rates

IWH Organizational Performance Metric



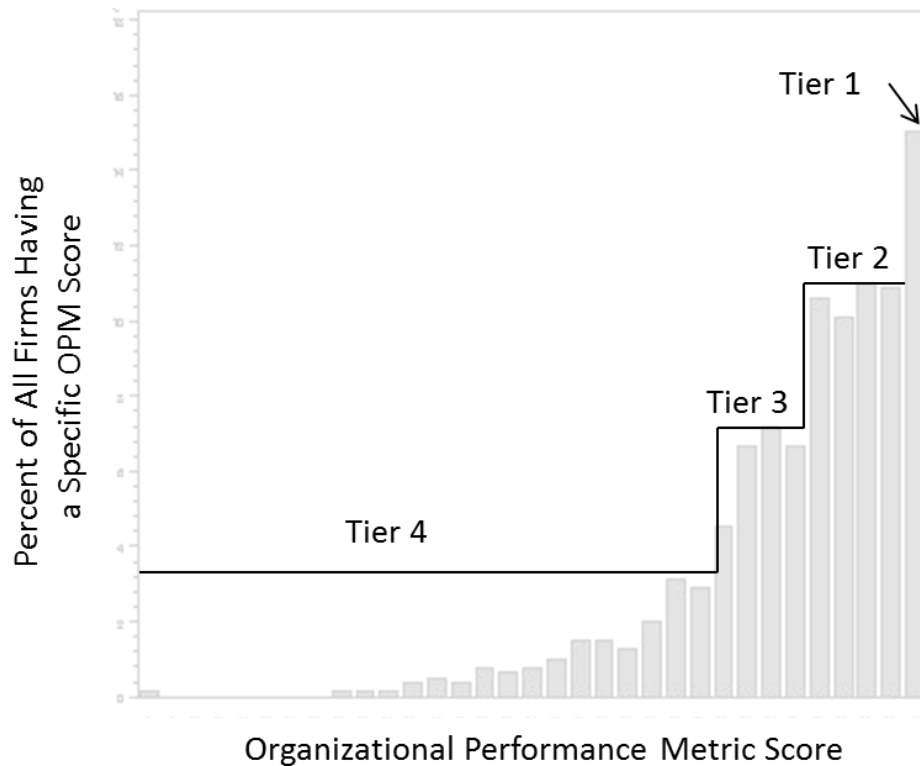
- Developed by Dr. Ben Amick in partnership with Health and Safety Ontario
- Used in Ontario, British Columbia, New Brunswick and Alberta, Saskatchewan
- Eight questions have shown retrospective and predictive associations with firm claim rates
- Tool for prevention, evaluation and benchmarking



Please answer the questions in regards to the percentage of time that each occurs at your organization

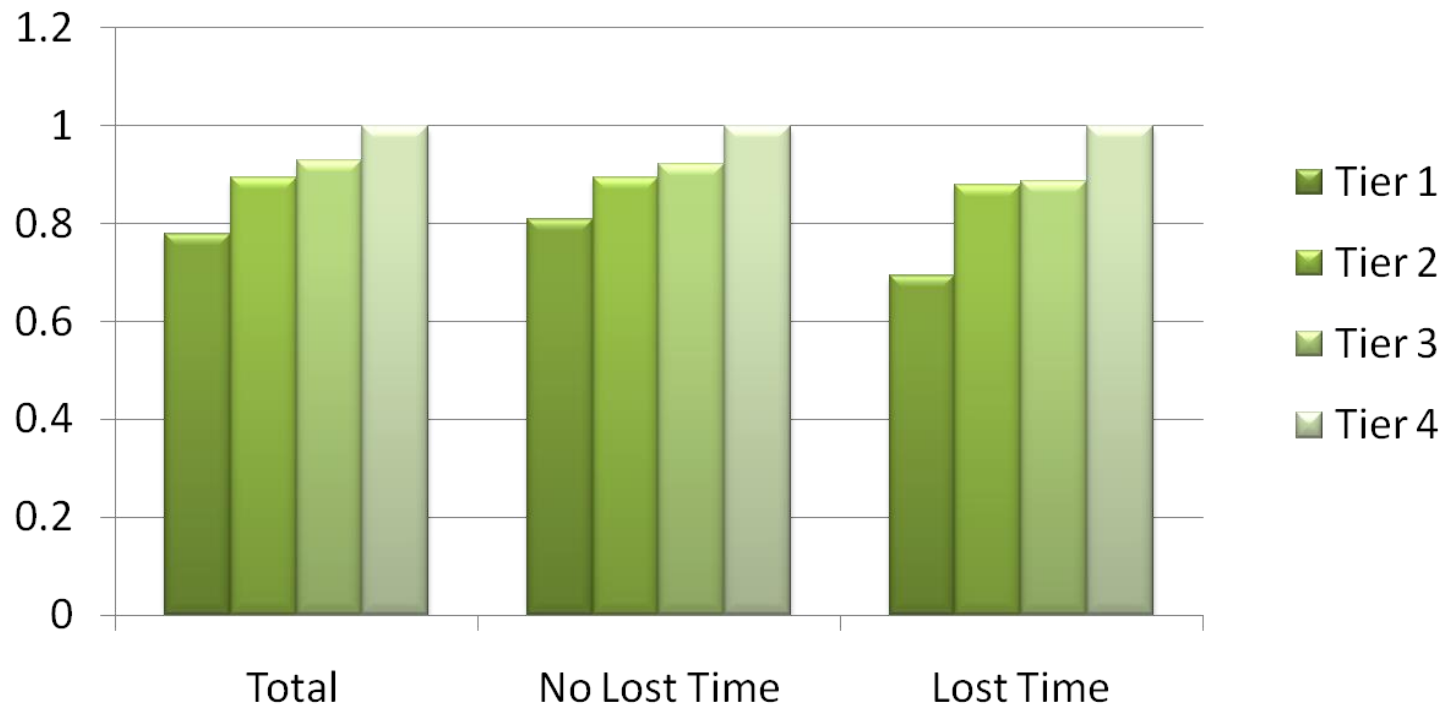
	80%- 100%	60%- 80%	40%- 60%	20%- 40%	0%- 20%
1. Everyone at this organization values ongoing safety improvement in this organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. This organization considers safety at least as important as production and quality in the way work is done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Workers and supervisors have the information they need to work safely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Employees are always involved in decisions affecting their health and safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Those in charge of safety have the authority to make the changes they have identified as necessary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Those who act safely receive positive recognition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Everyone has the tools and/or equipment they need to complete work safely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Formal safety audits* at regular intervals are a normal part of our business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Previous findings



- **Tier 1: OPM Score of 40:** informant indicated 80-100% for all 8 questions
- **Tier 2: OPM Score of 39 to 36** informant indicated 80-100% for only 7 questions at most
- **Tier 3: OPM Score of 35 to 32** informant indicated 80-100% for only 6 at most
- **Tier 4: OPM Score of 31 to 8** informant indicated 80-100% for only 5 questions at most

Previous findings



Applying the IWH OPM in British Columbia



1. Demonstrate the utility of using the IWH OPM as an OHS indicator tool in British Columbia
2. Collect baseline OHS information in the long-term care sector
3. Use this information to track and compare changes in OHS performance against future IWH OPM surveys
4. Use as an evaluation tool for OHS initiatives



Key messages:

- Culture is a powerful tool
- Safety culture exists on a spectrum
 - Proactive \leftarrow \rightarrow Generative
- Change is an ongoing project, but it is possible
 - Small, concrete steps
- There are tools for measuring safety culture
 - The OPM project



**Thank-you
&
Questions?**

