



Adopting a Health & Safety Management System: A New Leadership Imperative

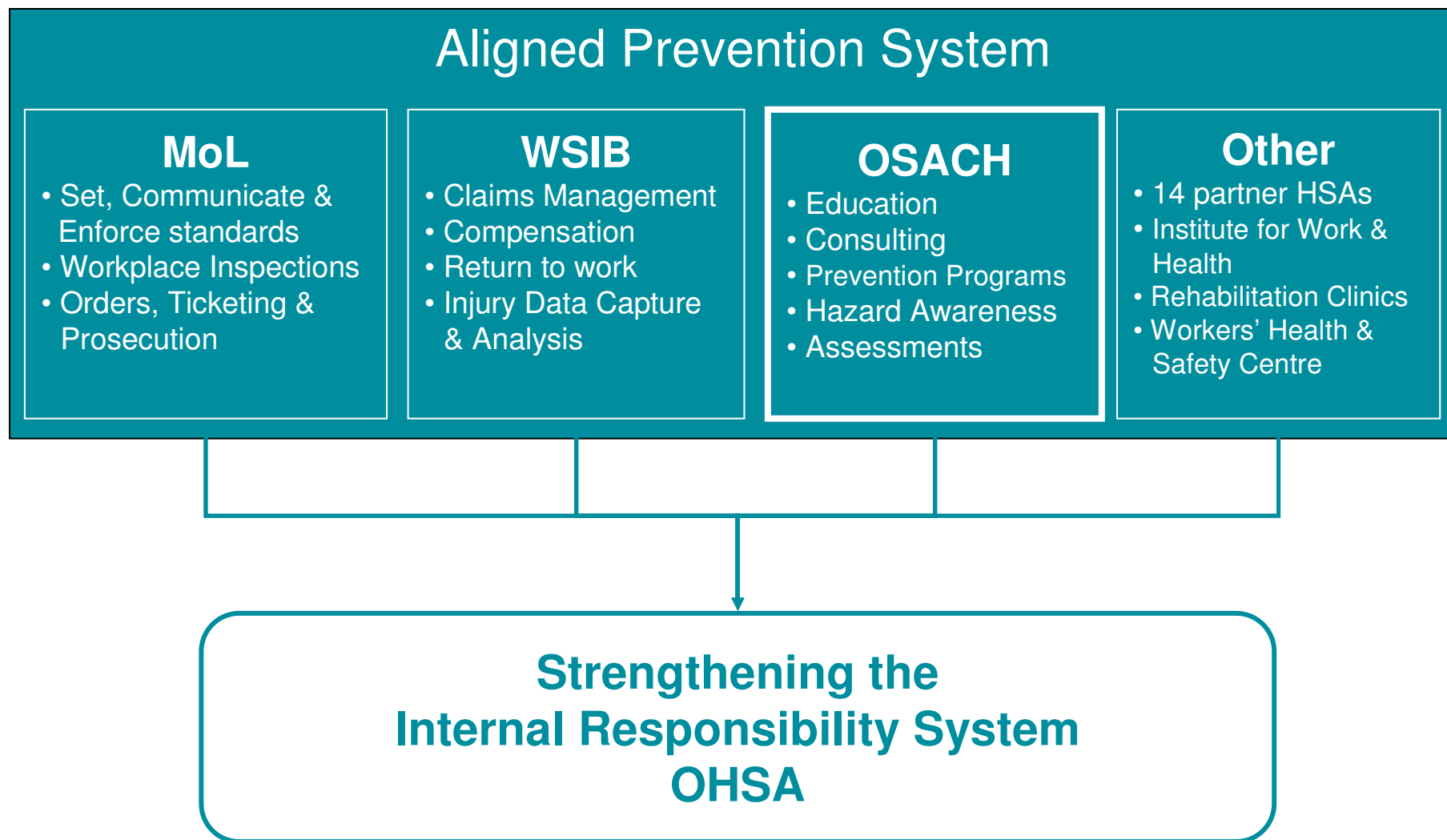
National Healthcare Leadership Conference

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St. Johns Newfoundland, Canada

Joseline Sikorski, President & CEO

The Ontario Prevention System

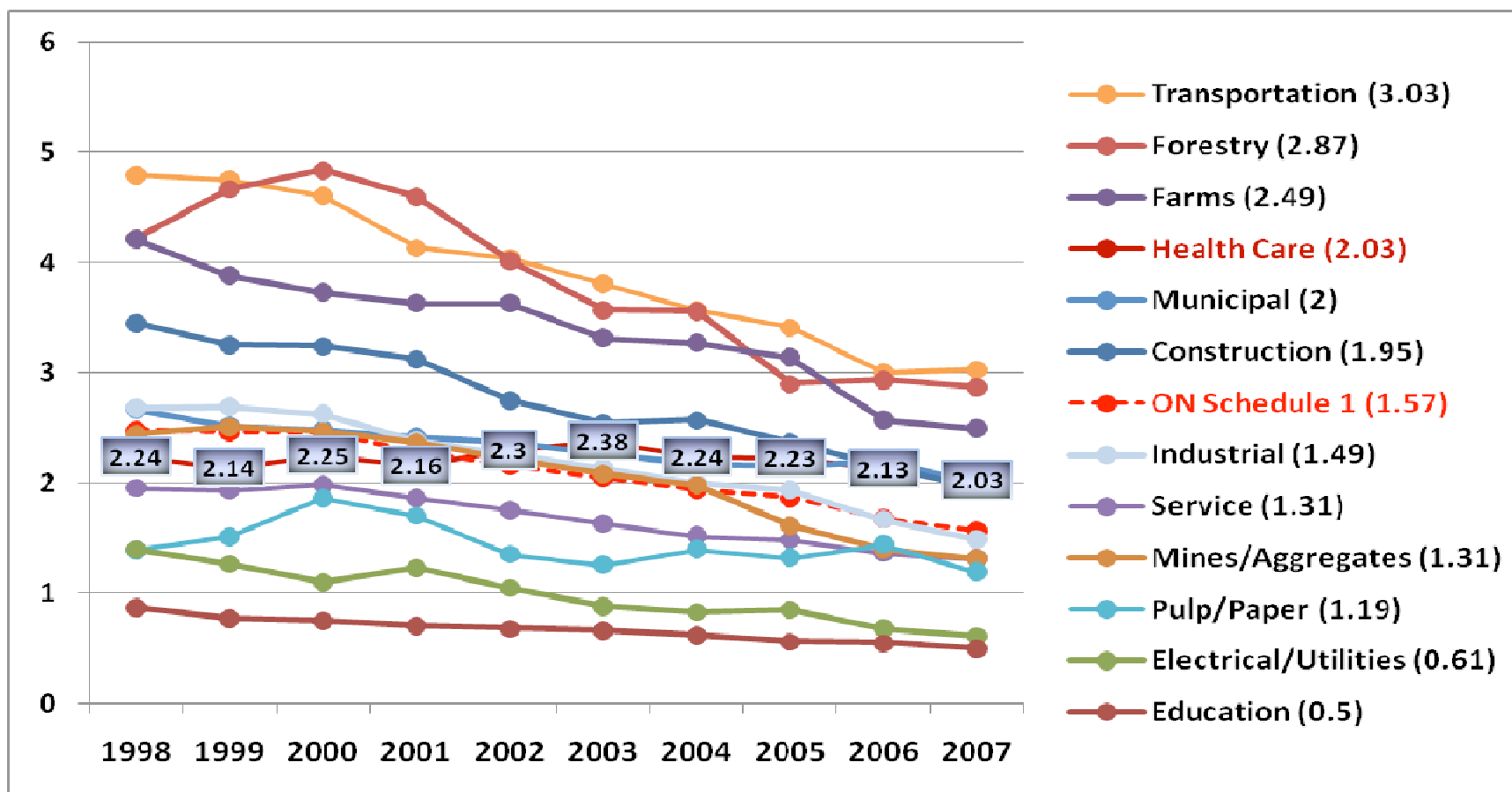


Health & Safety A Changing Landscape

System Drivers

- **Krever, Campbell & Dupont Reports – human vulnerability & *Culture of Safety***
- **Comprehensive System Analysis (QWQHC & Accreditation Canada, CPSI, Conference Board of Canada, HealthForce Ontario, OQHC)**
- **Research Studies – work environments linked to client outcomes**
- **Corporate Social Responsibility**
- **HSMS other industries & CSA Z1000 – 06 standard**
- **Unfunded Liability & WSIB *Road to Zero***
- **Prevention System Transformation & Realignment**
- **Legislative Due Diligence & OHSA**

Lost Time Injury Frequency in Ontario by Sector

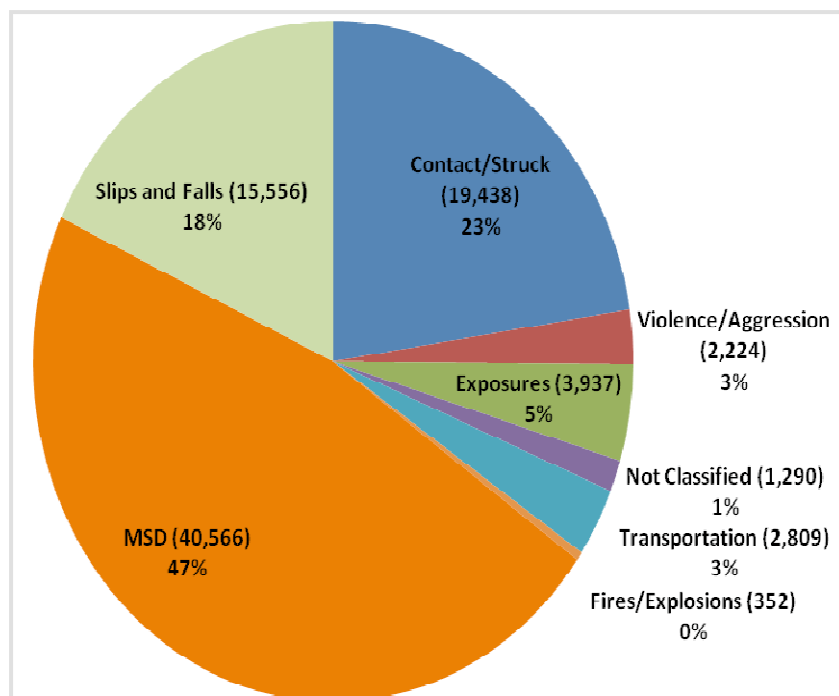


LTIF Frequency = the number of lost time injuries per 100 full time equivalent workers per year.
 ➤ LTIF Frequency is calculated only for Schedule 1 clients.

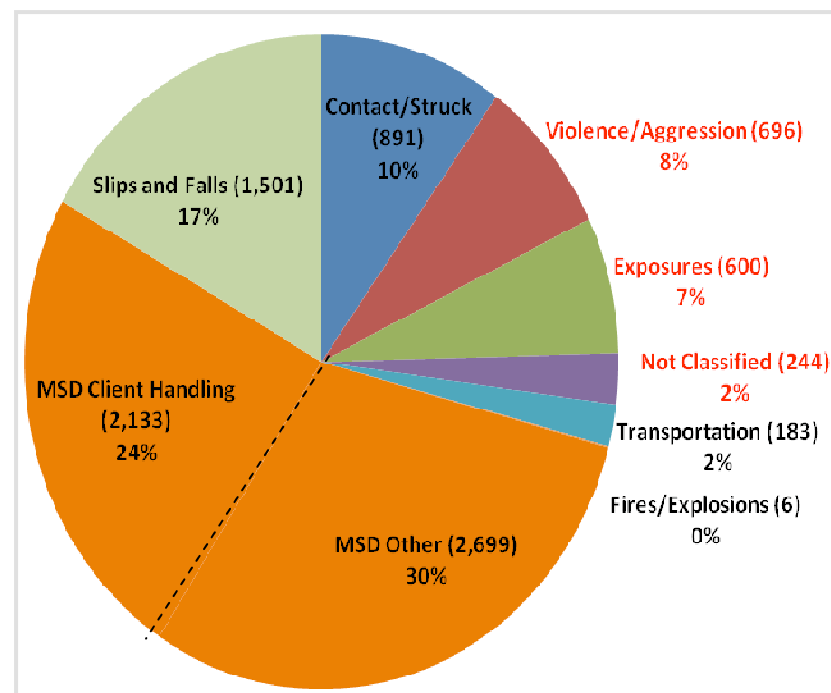
Data Source: PDM Firm Experience by SWA cube, Aug 31, snapshot Date: **Sept 2008**

Lost Time Injury Categories 2007 Ontario & Healthcare Sector

Ontario



Health Care & Community Services



*** MSD 4,802 (54%)**

➤ Legend: red represents categories where the ratio of injuries in the Health Care sector exceeds that of Ontario.

Data Source: PDM Injury Analysis by SWA cube, July 31 2008 snapshot

Date: **September 2008**

Human Resource Imperative

- Shortage of Qualified Staff
- Risk of Injury
 - ageing work force & clients with special needs
 - environmental design & repetitive strain-lifting
 - inadequate training & equipment
- Absenteeism
 - Impacts quality care, morale, teamwork & challenges available workforce
- Prevention & Emerging Legislation
 - Assessment, incident management
(MSD, violence, infectious diseases, needle stick)
 - Enhanced accountability for safe work systems

Why a Safety Culture

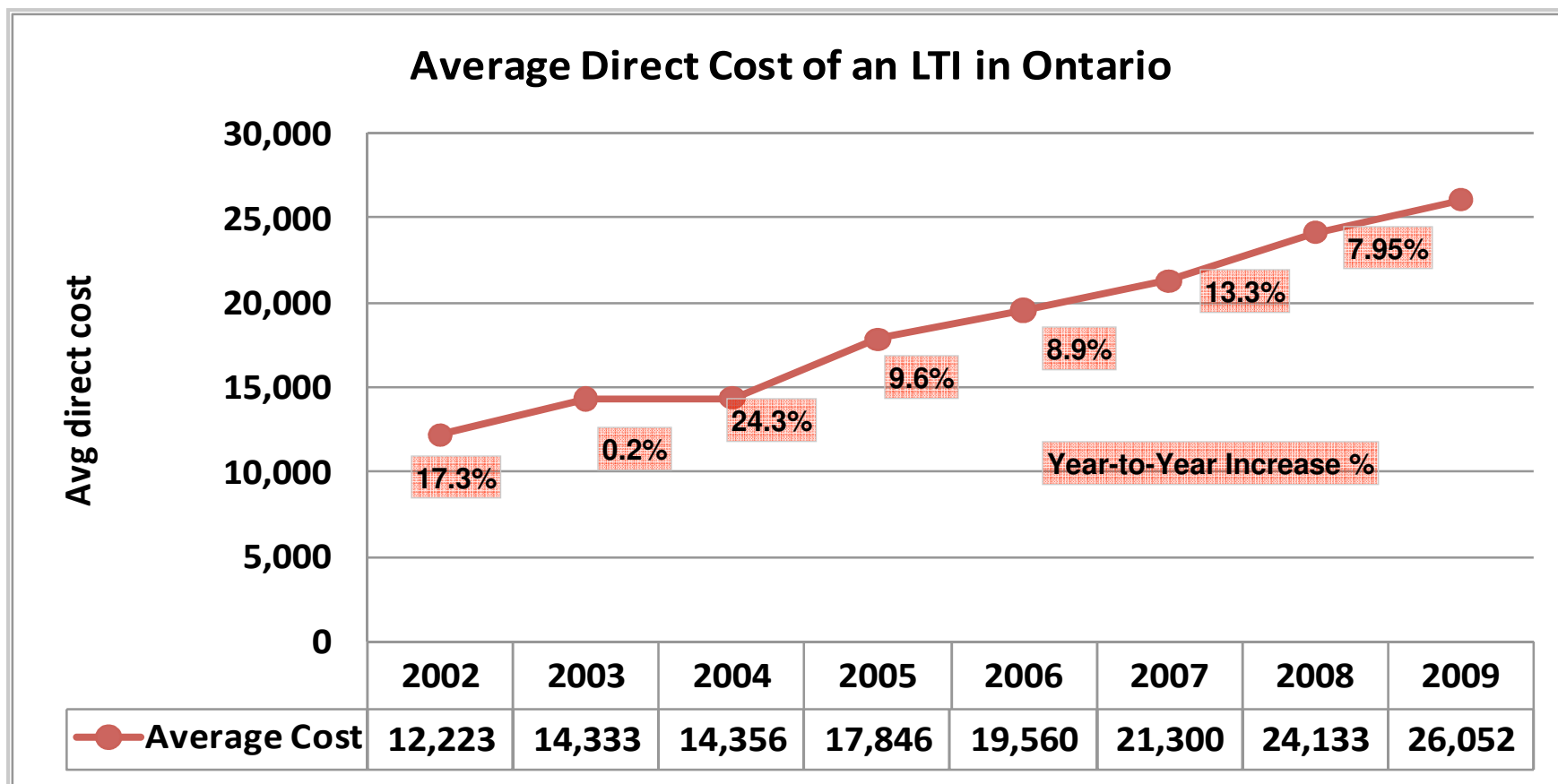
Financial Impact

- Annual increasing cost of LTI – no significant injury rate reduction
- Indirect costs 4 X cost of an LTI
- Recruitment , Retention & Orientation Costs
- Less money available for client care & services

Corporate Social Responsibility

- a moral, social & economic imperative
- People our greatest asset > greater productivity, enhanced quality, employee engagement, enhanced reputation, stable healthy work environment > good business!

Average Direct Cost of an LTI in Ontario

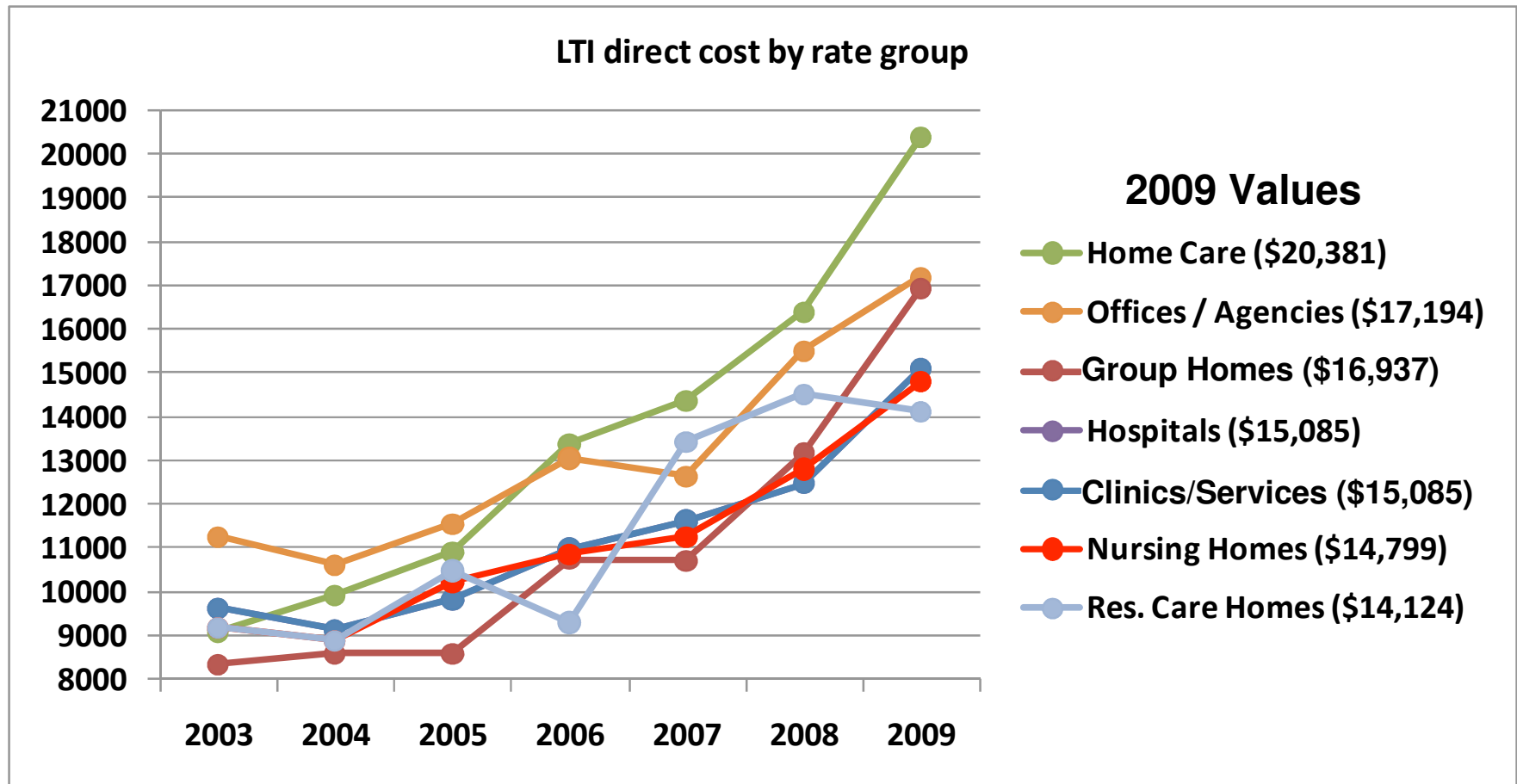


Between 2002 and 2009, the average direct cost of an LTI increased by 113%

Data Source: WSIB Premium Rates Manuals, Jan 2009 snapshot

Date: **Jan 2009**

Average Health & Community Care LTI Direct Cost by Rate Group



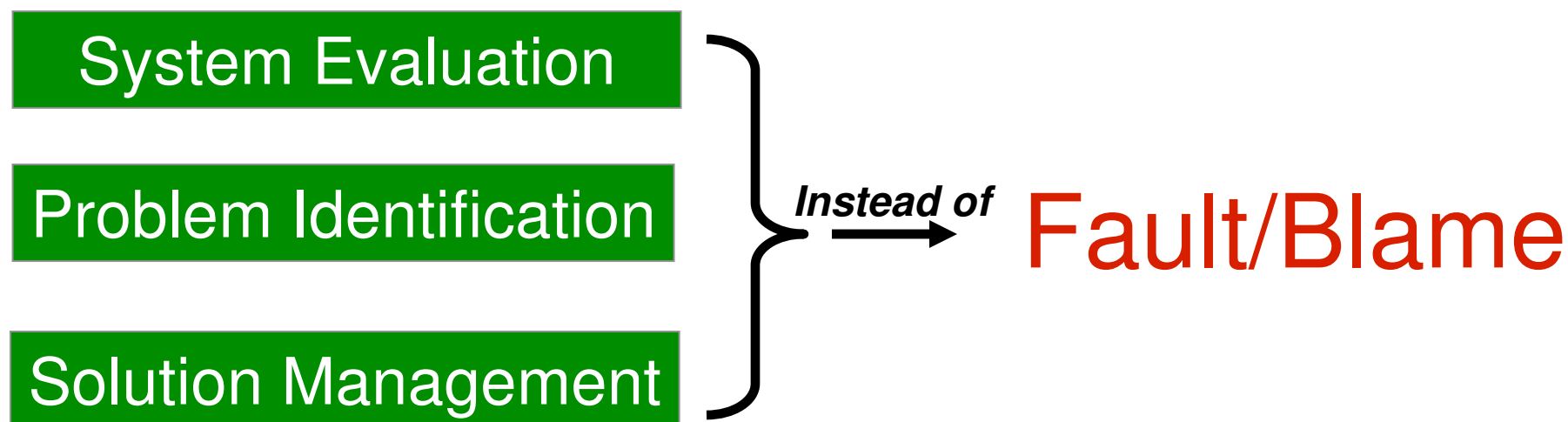
Data Source: WSIB Premium Rates Manuals 2003 - 2009

Date: Jan 2009

Essentially a Management System:

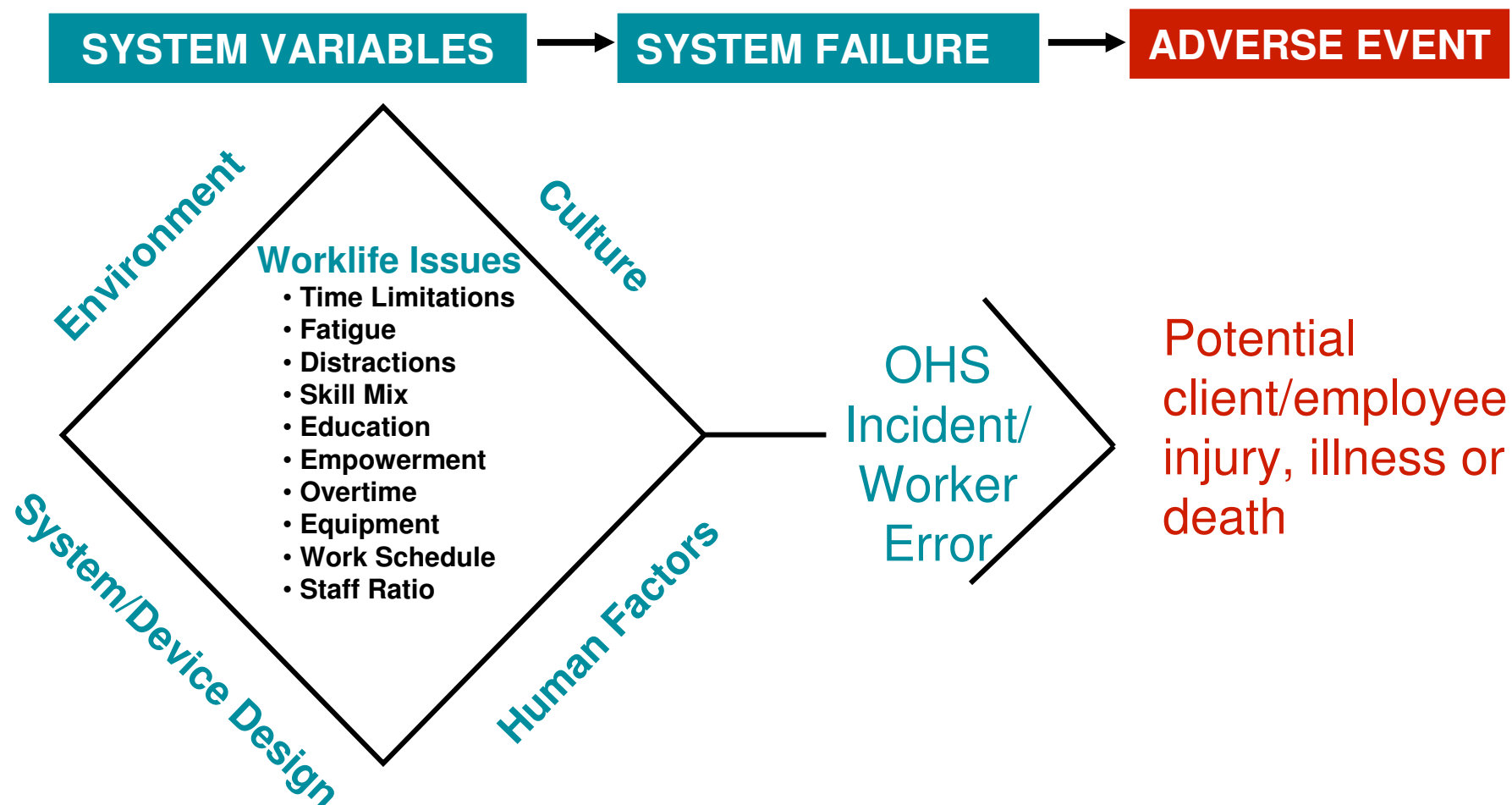
- Comprehensive Risk Management Structure
- Coordinated & Integrated System Analysis
- Patient, Staff & Public - integrated analysis for System Solutions
- Defines Priorities, Goals, Process, Roles and Responsibilities
- CQI - ongoing measurement, evaluation & improvement cycle
- Senior Leadership Engagement
- Progressive Journey to a *Culture of Safety*
- **Quality Care - depends upon a healthy and safe staff and environment**

Safety Culture



The Client – Employee Safety Relationship

Growing Evidence Linking Employee Safety to Client Outcomes



- CSA Standards - best practices in Canada
- Relates to Canadian legislation
- More prescriptive than other guidelines
- Other organizations are preparing for and endorsing this standard
- Utilizes the *plan-do-check-act* principle

Five Management System Pillars

- Leadership and Commitment
- Risk Identification and Analysis
- Risk Management and Control
- Evaluation and Corrective Action
- Strategic Review and Continual Improvement

**OSACH Health and Safety Management System:
Building a Culture of Health, Safety and Wellness**



Operational Diagram



- Funded by HealthForceOntario
- Principle Investigator – McMaster Dr A. Baumann
- 12 month process evaluation in 6 Ontario healthcare organizations – 5 hospitals and 1 LTC home
 - Ottawa Hospital
 - North Bay Hospital
 - West Park Health Centre
 - Sick Children’s Hospital
 - Region of Halton LTC Home
 - Norfolk General Hospital

OSACH HSMS Summary Findings

Pilot Site Experience

- OSACH HSMS a robust infrastructure to support & advance a *Culture of Safety*
- HSMS process and tool: “*thorough and highly structured*”
- **Key multi-site findings to advance a *Culture of Safety***
 - Sr. Leadership commitment - essential
 - Clear accountability for Safety at all levels
 - Clear articulation of Safety in vision and strategic plan

HSMS Infrastructure

- Robust & comprehensive to support Safety (policies, procedures, committee structure, education, communication strategy; evaluative framework)
- Contributed & advanced the staff, patient, wellness linkage
- Created a balanced & comprehensive framework for Safety at all organizations
- Workable approach to advancing staff safety, wellness & the overall culture of safety

OSACH HSMS Recommendations

- Work with key stakeholders to develop a toolkit for organizations to engage their medical staff in safety & wellness
- Explore opportunities to develop educational materials focusing on staff safety and wellness
- Consider a longitudinal study for outcome evaluation

Organizations

- Develop an overall framework linking all aspects of patient, staff safety & wellness into one comprehensive picture & organizational vision for safety
- Utilize workforce planning/profiling tools & concepts to plan for adequate staffing to support a safety culture
- Develop a long-term plan to support safety-related programs, prevention education & training programs for staff

Next Steps

- QMI-SAI Global independent review of HSMS resource manual/assessment tool - **completed**
- Integrate recommendations & QMI results into:
 - HSMS educational resources - **completed**
 - HSMS assessment tool; - **completed**
 - Consultant implementation guide - **completed**
- Development of a wellness module - **in progress**

Next Steps

- Validate tool effectiveness through pilot site assessment
- Support organizational achievement of the CSA Z1000-06 designation
- Reciprocity with the WSIB accreditation program
- License HSMS resources to interested organizations

“The culture of the future must be a culture of safety and of quality; a culture of openness and of accountability; a culture of public service; a culture in which collaborative teamwork is prized; and a culture of flexibility in which innovation can flourish”

(Milligan and Davis, 2005)

Thank You

www.osach.ca