

Creating and Sustaining a Culture of Safety in Southern Health

Irene Razos

Senior Health, Safety & Wellbeing Training Consultant,
WFHS, Human Resources

Change Champions Conference 2010



integrity • compassion • accountability • respect • excellence

Southern Health

Better Health for Our Community

About Southern Health

- ❑ Victoria's largest health service
- ❑ Unique provider of comprehensive integrated primary, secondary and tertiary health services
- ❑ Over 13,000 staff employed across the Organisation
- ❑ Over 200 disciplines and 250 programs and services in one organisation
- ❑ Over 40 sites including 6 major hospitals.



Our Locations



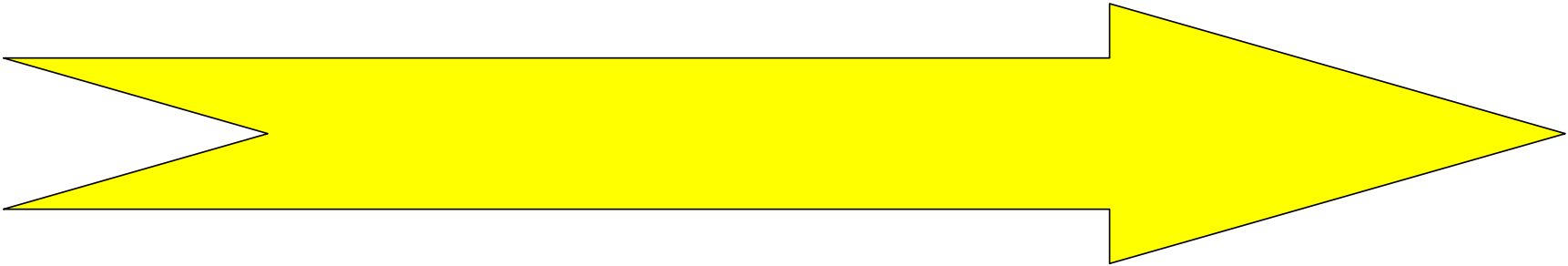
Striving for Excellence

What do excellent workplaces have in common?



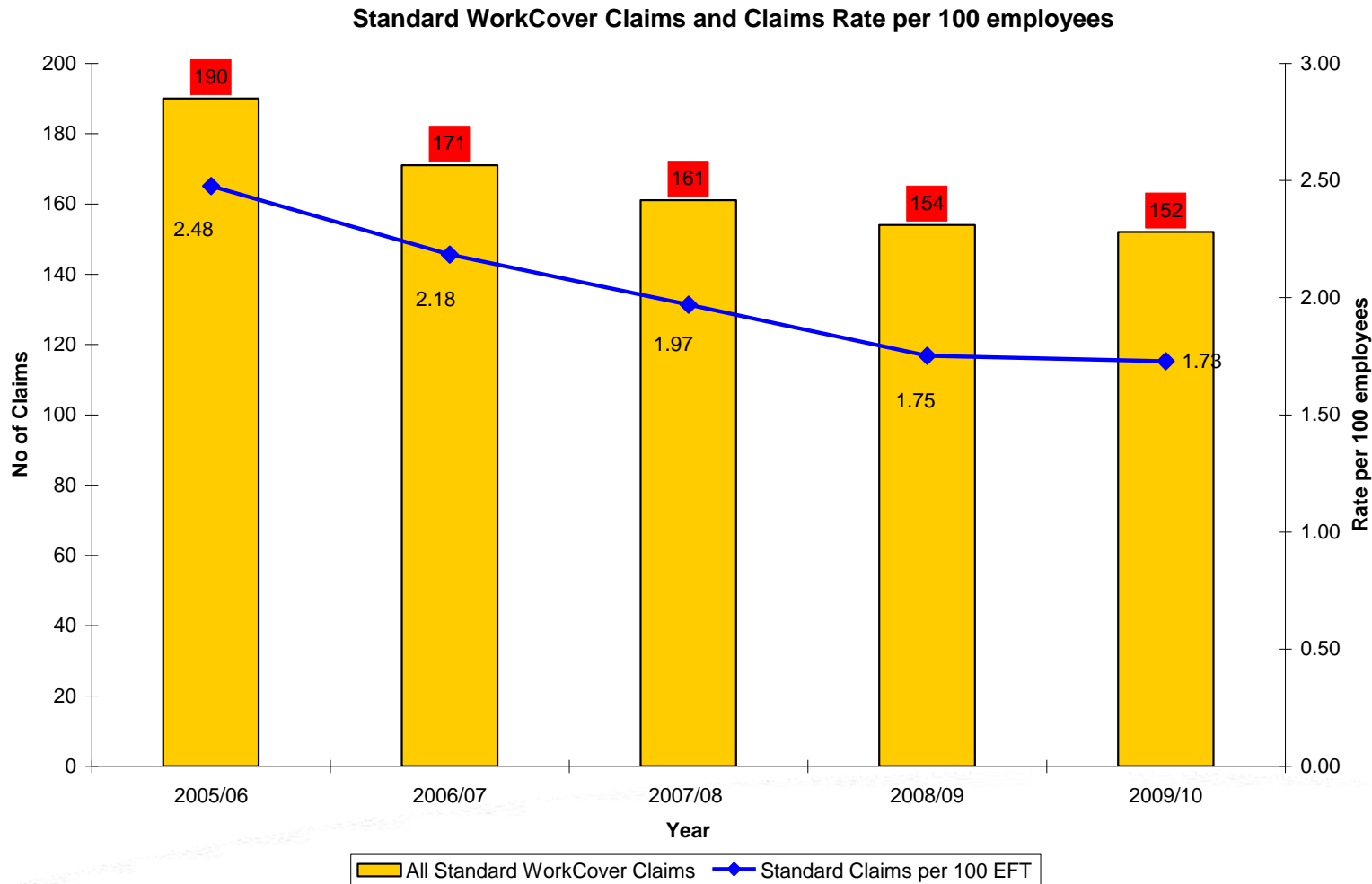
Our Safety journey...

The Health, Safety and Wellbeing Continuum

Marginal Performance	Compliance	Safety Programs	Safety Systems	Safety Leadership
2000	2005	2007	2009	2010
				
Safety Officer There is a safety officer who does all of the health and safety stuff	Compliance Programs We make sure we have someone ensuring compliance	Exceeding Compliance We have programs to reduce risks	Health and Safety Excellence We aim to keep our people safe	World Class Health, Safety and Wellbeing Programs Our organisation works collectively to keep our people safe and well

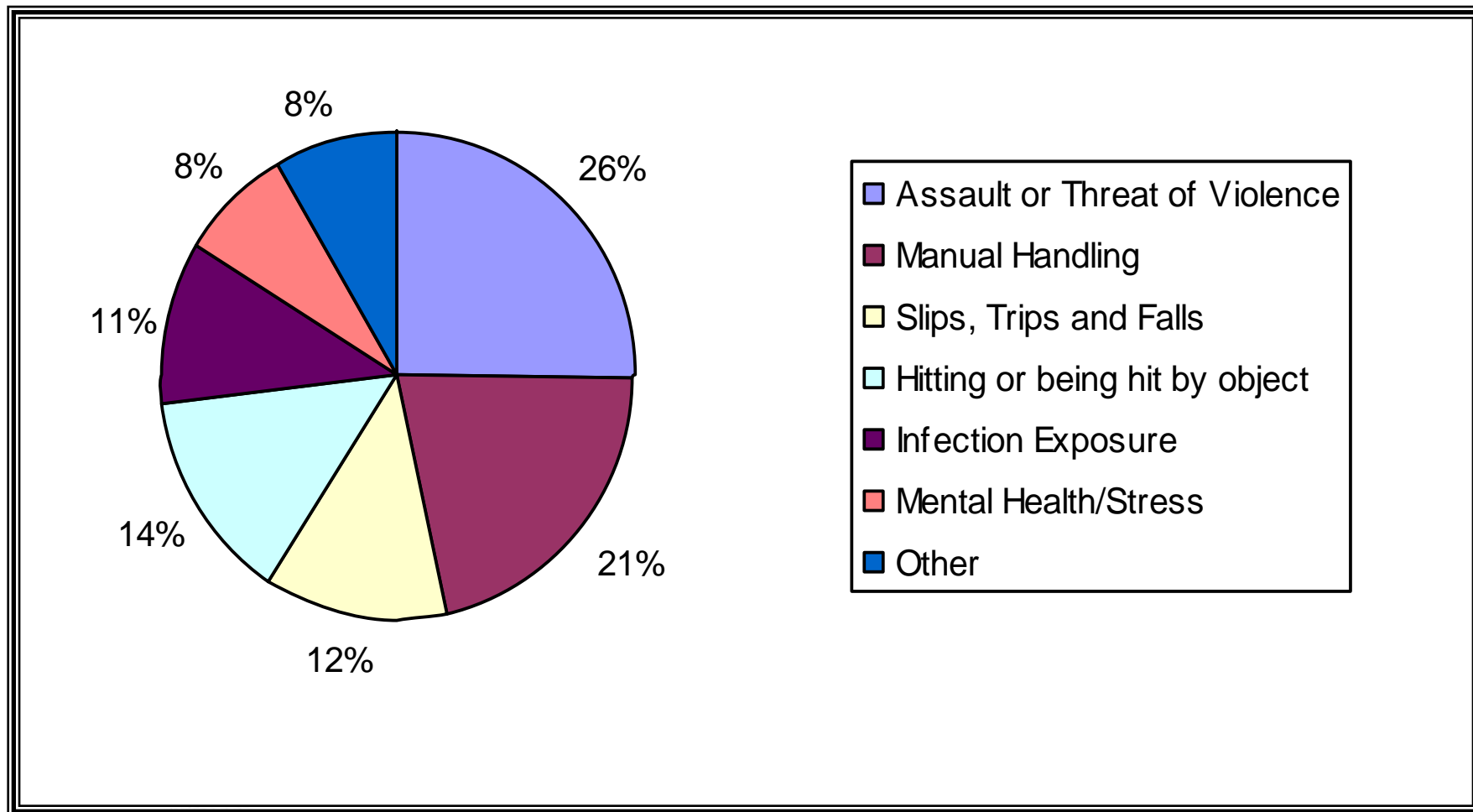
Journey - Evidence of transformation...

Standard WorkCover Claims



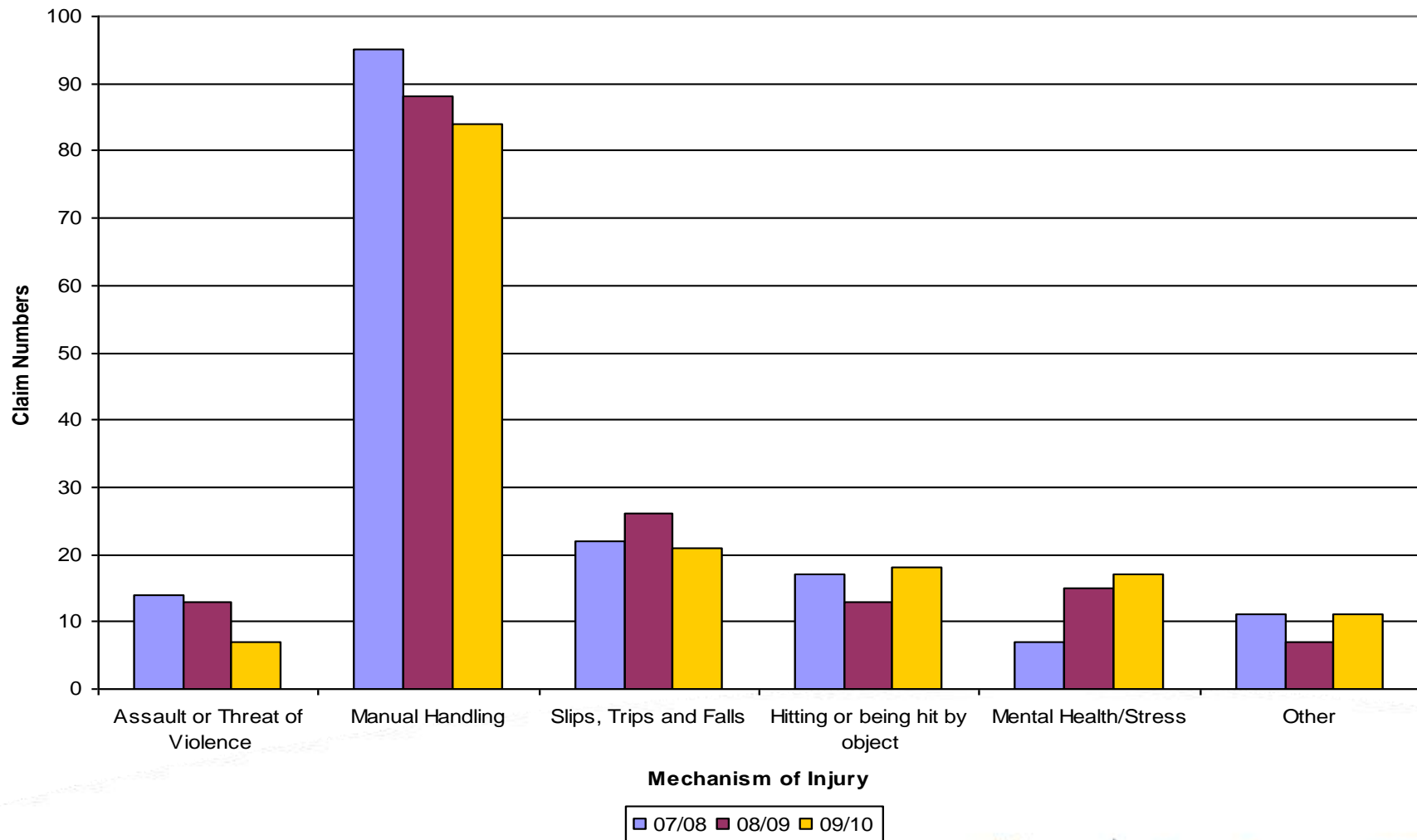
Staff Incidents 2009-10

Evidence of change in reporting culture



Claims by Mechanism

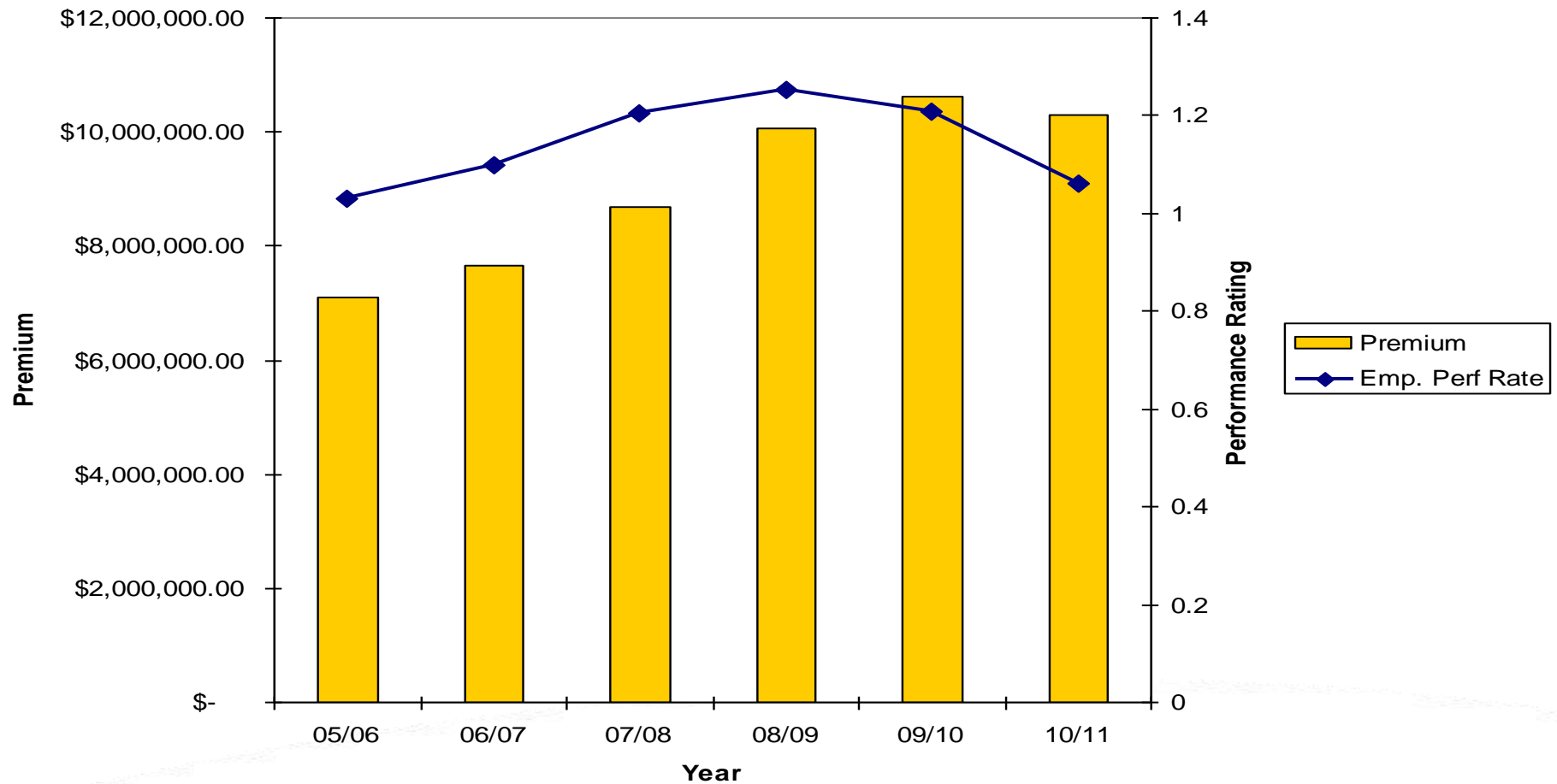
Standard Claims x Mechanism of Injury x Year



Journey - Evidence of Transformation

WorkCover Premium

Graph 5: WorkCover Premium and WorkCover Performance Rating



Model for Transformation

Alignment with *ICARE* Values & Objectives

Audit
Evaluate &
Review

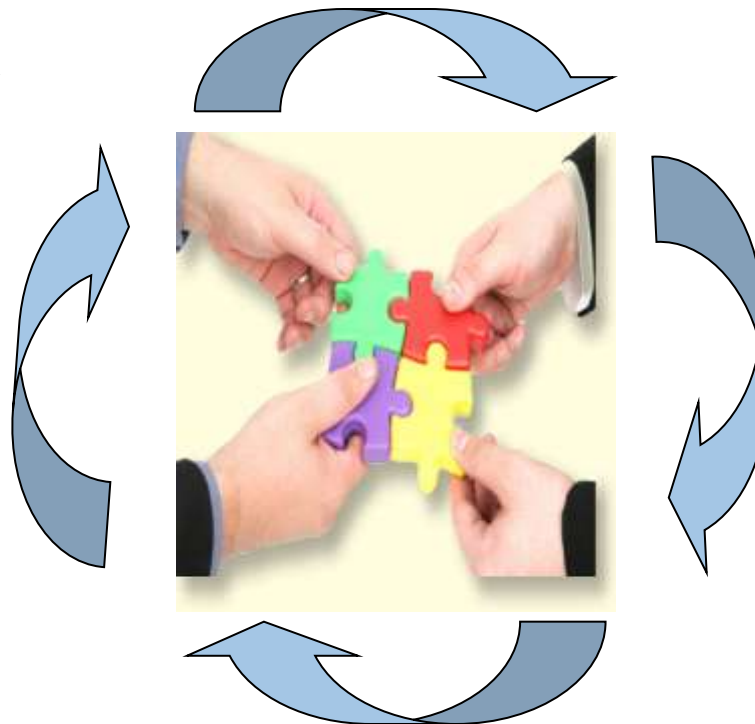
Promote
Healthy
Opportunities

**Return staff to
health and work**
Effective Injury
management

Implement
Targeted prevention
programs

Strategic Planning
**Strengthening safety
culture**, building
safety leaders and
developing our staff

Ensure staff safety
Implementation of
effective safety systems



CEO Commitment and Core Principle

“I do care about our patients and I certainly care about our people. I see our people as Southern Health’s greatest asset. I have total belief in the power of us all working together safely, supporting each other to deliver specific results and superior outcomes.

Creating a culture of safety is integral to achieving our goal of person centred care and striving to achieve our vision of better health in our community”.

Shelly Park



Leadership walkarounds

The standard we set and achieve is the standard we walk past...

- ❑ Management visibility in the workplace
- ❑ Reinforces expectations
- ❑ Keep safety at the forefront of our thinking
 - ❑ **W**atch /observe
 - ❑ **A**sk questions
 - ❑ **L**isten
 - ❑ **K**eeP safe



Building Safety Leaders

Developing our staff as a Top Priority

- ❑ **Safety Leadership Training for Managers**
- ❑ **WorkCover and Injury Management Training**
- ❑ **Induction training**
- ❑ **Health and Safety Representatives**
- ❑ **Local OHS Committee training**
- ❑ **SmartMove! Manual Handling Training**
 - ❑ On-line, Clinical, non clinical, combined, office environment, specialist and customised training program
- ❑ **Occupational Violence & Aggression training**
 - ❑ On line training, Calm and Restraint Education,
 - ❑ De-escalation training

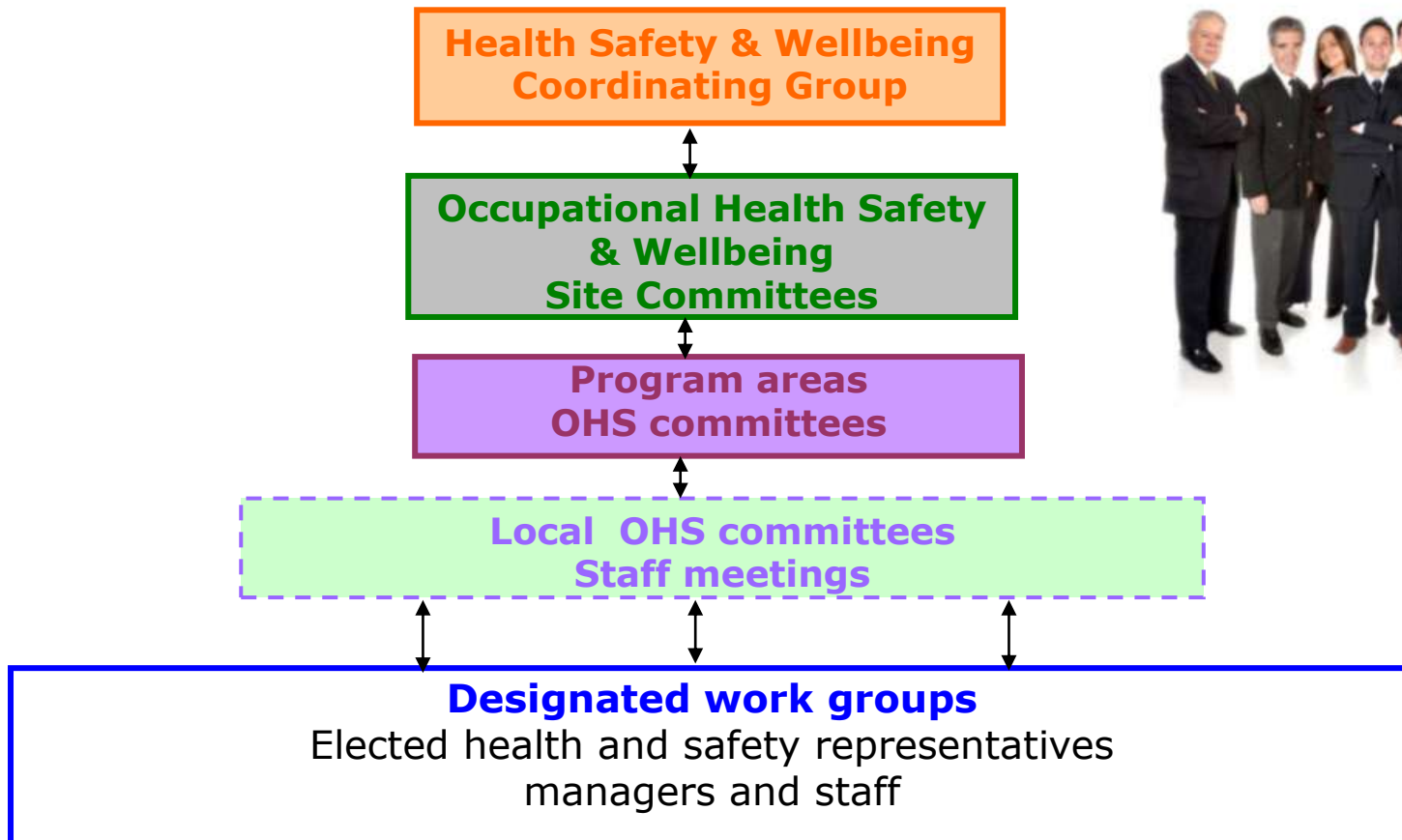


Strategic Planning
Strengthening safety culture, building safety leaders and developing our staff



Ensuring staff feel confident & competent

Consultative Structures in Southern Health



Building Effective OHS Management Systems

Ensure staff are safe and secure

- ❑ Uncomplicated
- ❑ User friendly
- ❑ Makes sense
- ❑ Based on *AS/NZS 4804:1997 - Occupational Health & Safety Management systems*
- ❑ Aligns with ACHS accreditation standards
- ❑ Forms OHS KPI - provided to EMT
- ❑ Ensure management accountability



Targeted Risk Management Programs

- ❑ **Occupational Violence and Aggression Strategy**
 - ❑ OVA Reference group, Risk Assessment Tools, OVA training, Building better Partnerships.
- ❑ **Preventing & managing Workplace Bullying**
 - ❑ Policies, procedures and Training
- ❑ **Contractor Management**
- ❑ **Chemical Safety Management program**
- ❑ **Manual Handling**
 - ❑ SmartMove! Risk Management



Implement
Targeted
Prevention



Southern Health
Partner Health. Better. Together.

STRATEGIC PLAN
2010-2013

Targeted Risk Management

Manual Handling Program - SmartMove!

Case Study: Moorabbin Pilot Project

Participative Ergonomics

Project focus: Plant, Processes and People



Implement
Targeted
Prevention

Methodology

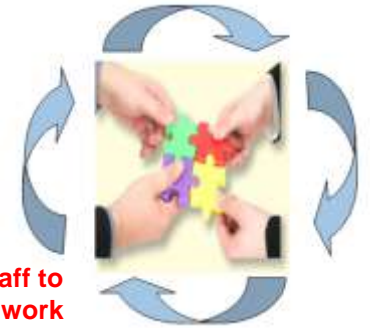
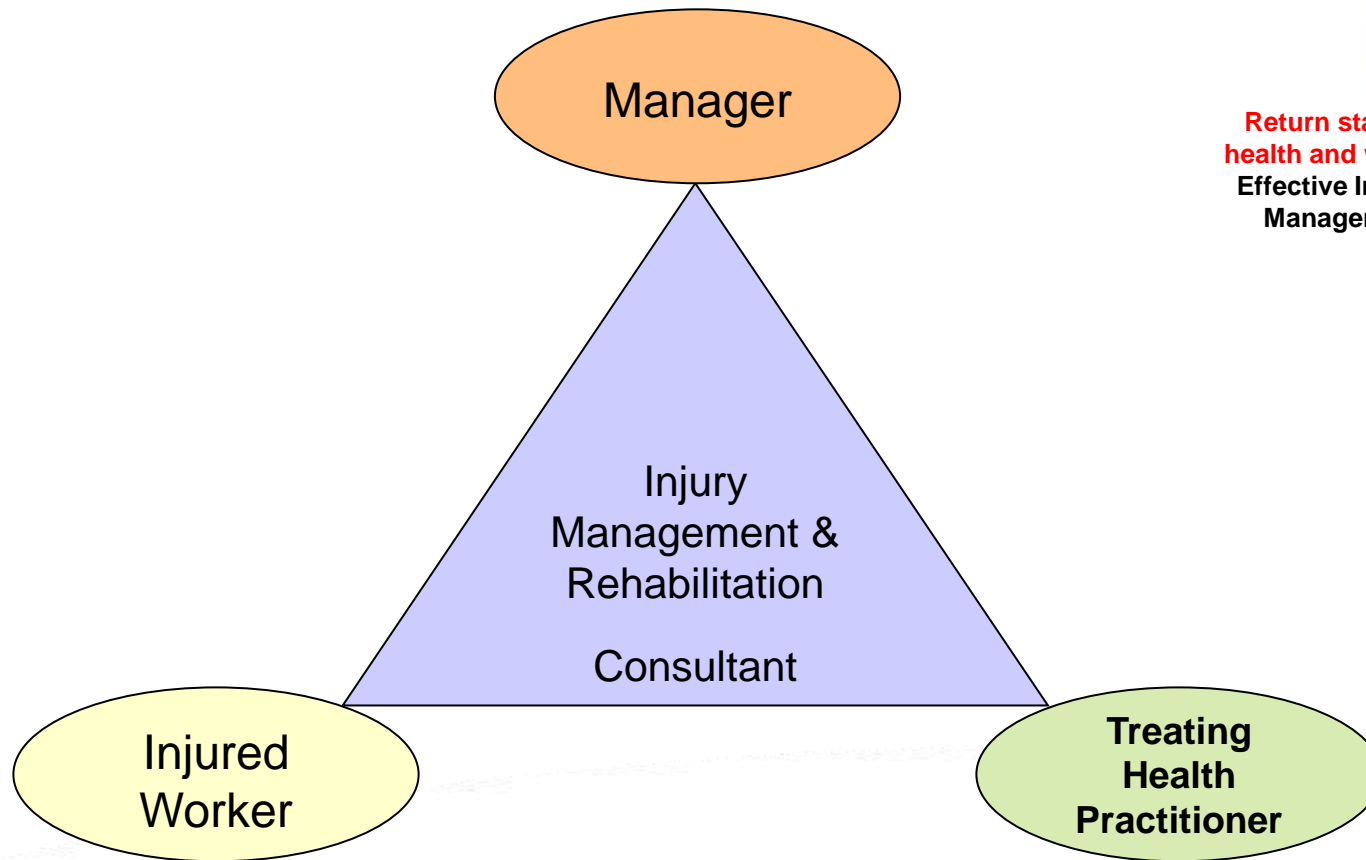
- ❑ Data analysis and engage key stakeholders
- ❑ Worksite gap analysis
 - ❑ Equipment audit
 - ❑ Staff consultation (focus groups)
- ❑ Action planning workshop
 - ❑ Action plan - Corporate and local actions
- ❑ OHS Committee monitors progress



Effective Injury Management & RTW

Building Positive Relationships

Support staff to return to work, return to life!



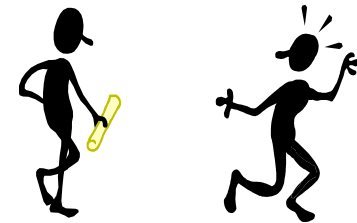
Return staff to
health and work
Effective Injury
Management

Building relationships



Injured Worker

- ❑ Addressing injured worker's attitudes, fears and beliefs
- ❑ A clear demonstration to staff that SH cares
- ❑ Focus on what the injured worker
- ❑ RTW is PART of the RECOVERY



The Doctor:

- ❑ Identified and met top 40 most commonly used doctors for Southern Health
- ❑ Assured them of SH's commitment to a safe and effective RTW program
- ❑ Provided the GP with suitable duties register



Developing and supporting our Managers



- ❑ Workplace Culture
- ❑ Early Intervention
- ❑ Systems, tools and resources available:
 - ❑ Staff information kits: claim form, letter for treating doctor, suitable duties document
- ❑ Training
- ❑ Support and advice:
 - ❑ IMRC
 - ❑ People Assist



Healthy Opportunities for our staff...

Demonstrating we care

“Better health and wellbeing for our people”

Fit for work, healthy for life

- ❑ People Assist
 - ❑ Private confidential counselling service
 - ❑ Conflict Management and Career Assist.
- ❑ Critical Incident Stress Management
- ❑ Global Challenge
- ❑ First Step
- ❑ Employee Clinic
- ❑ Health checks
- ❑ Lifestyle seminars

Promote
Healthy
Opportunities



Workplace Wellness Initiatives

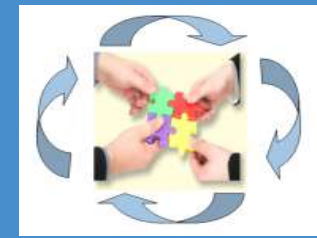
Stretching for the Workplace !



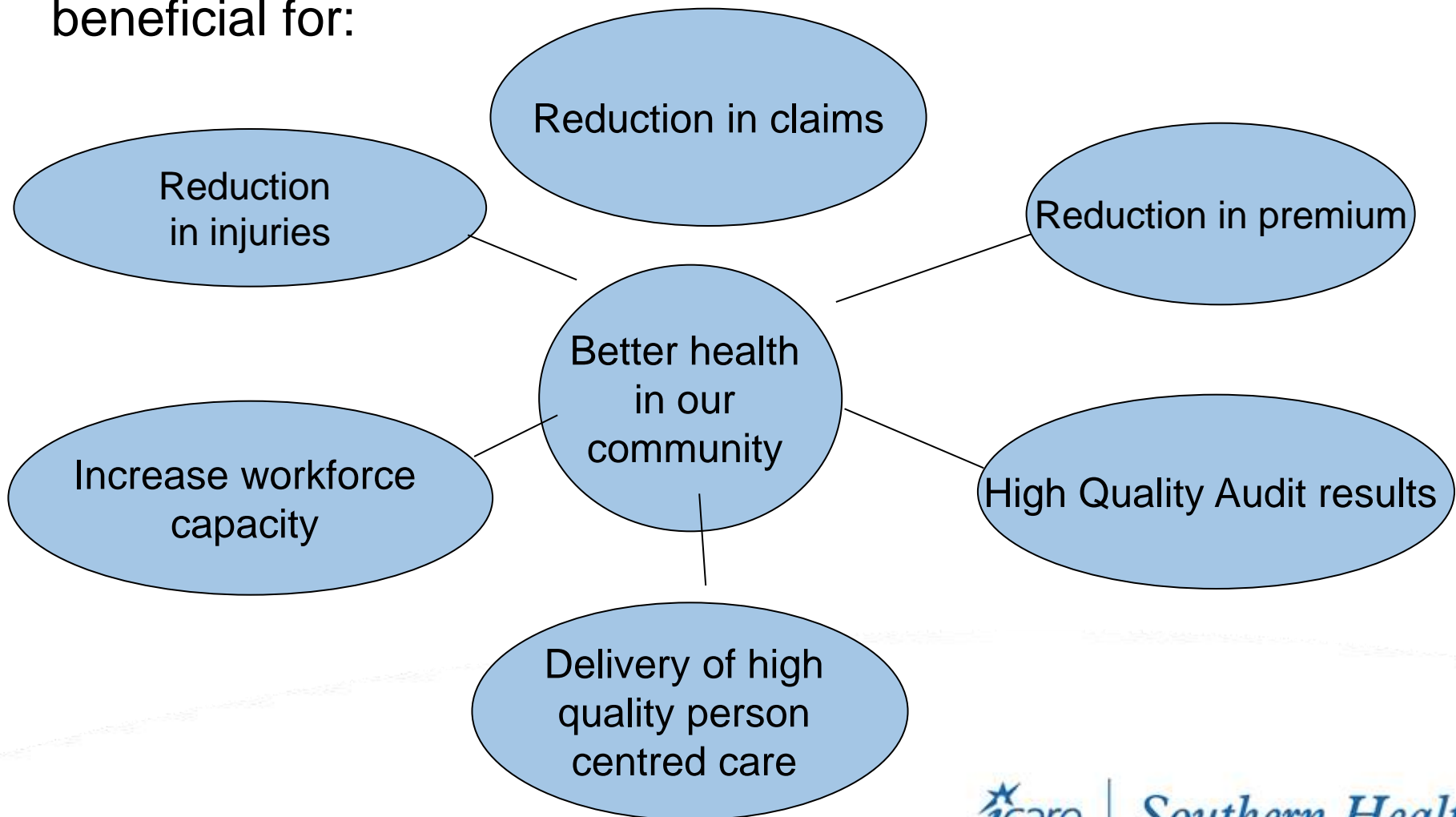
“Feeling better,
having the power to
go, go, go!”



Results



A holistic approach to health, safety and wellbeing has proven beneficial for:



Final Note...

“We strive to achieve the highest standards, provide excellence in person centred care. In achieving that we recognise the value our people.

Southern Health is not a label, nor is it a brand it's all the collective people who work here committed to care, people who have names, families and aspirations that's what makes us Southern Health.

Keeping those people safe and well is the absolute point of our Safety Culture”

Shelly Park





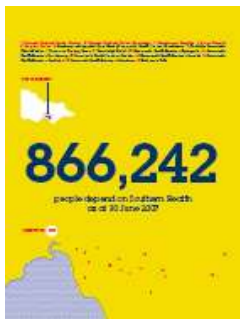
Questions?

Contact:

Irene Razos

Health, Safety & Wellbeing Training Consultant

Email: irene.razos@southernhealth.org.au



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