



Creating Health and Safety Solutions

SAINT JOHN

City of Saint John

Work Safe NB
SW Region



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Our Goal

That employees always
return home
from work as safe and
healthy as when
they left



5*22 Fundamentals

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1 Health & Safety
Responsibility

2 Management
Commitment

3 Employee
Involvement

5*22

5 Health & Safety
Education

4 Hazard & Risk
Management



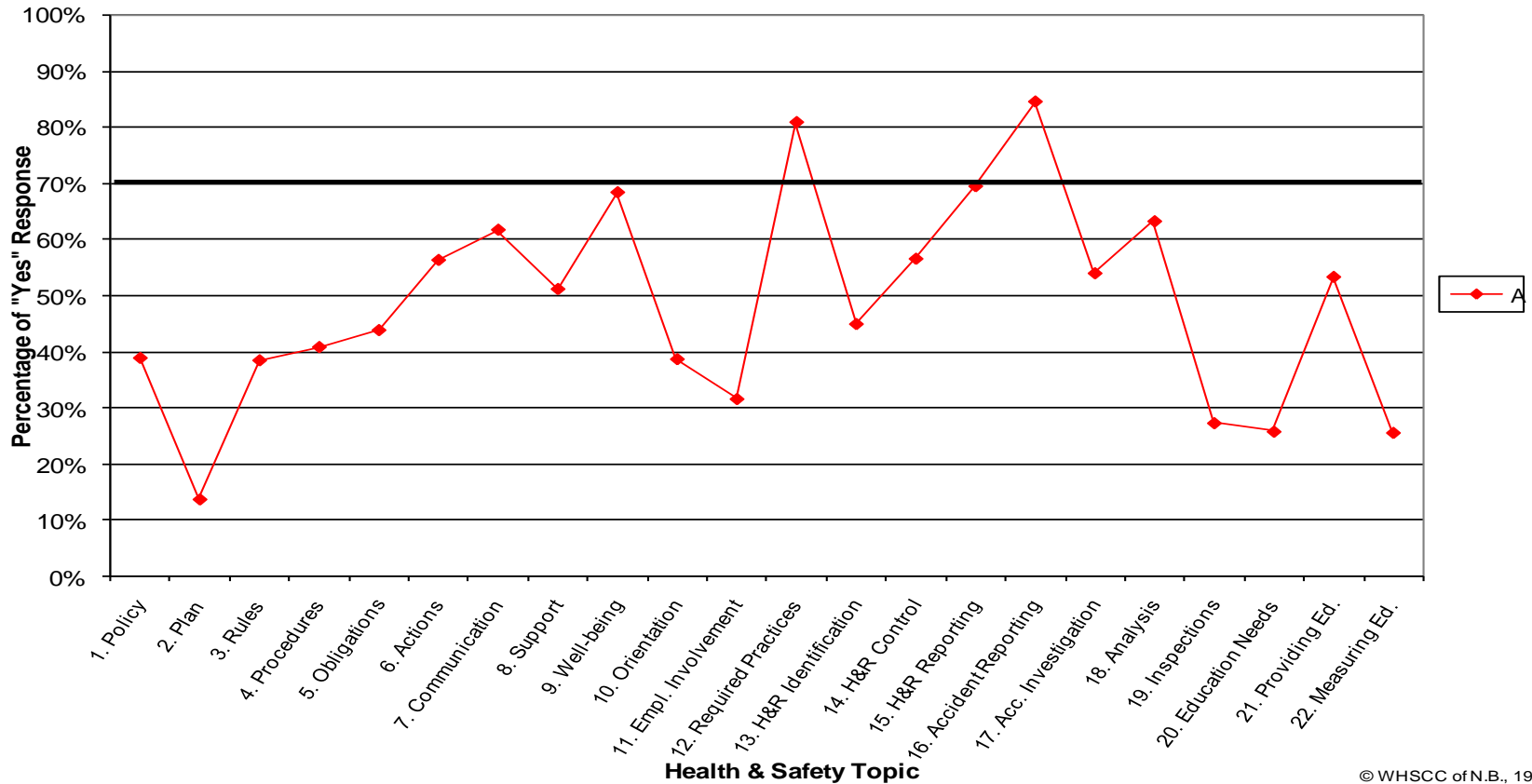
5 Fundamentals	Health & Safety Topics
Health and Safety Responsibility	1. Health & Safety Policy
	2. Health & Safety Plan
	3. General Health & Safety Rules
	4. Health & Safety Procedures/Practices
	5. Legal Obligation
	6. Health & Safety Actions
Management Commitment	7. Health & Safety Communication
	8. Management Support
	9. Well-being of Employees
Employee Involvement	10. Health & Safety Orientation
	11. Employee Participation
	12. Required Safe Practices
Hazard & Risk Management	13. Identification of Hazards & Risks
	14. Control of Hazards & Risks
	15. Risk Reporting
	16. Accident Reporting
	17. Accident Investigation
	18. Accident and Injury Analysis
	19. Health & Safety Inspections
Health & Safety Education	20. Health & Safety Educational Needs
	21. Health & Safety Education Delivery
	22. Health & Safety Education Effectiveness



5*22 Survey

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City Combined : 5*22 Results



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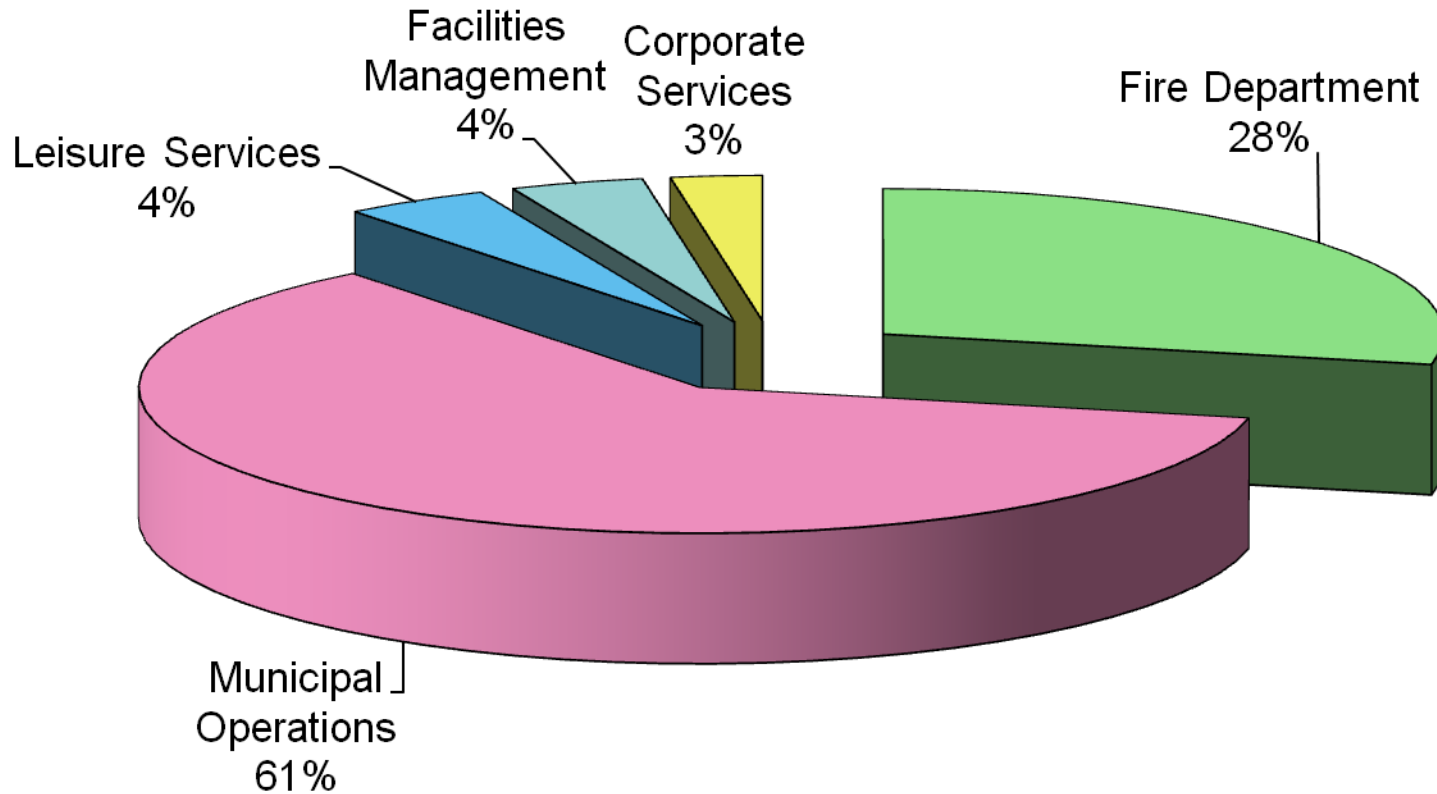




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Costs by Department

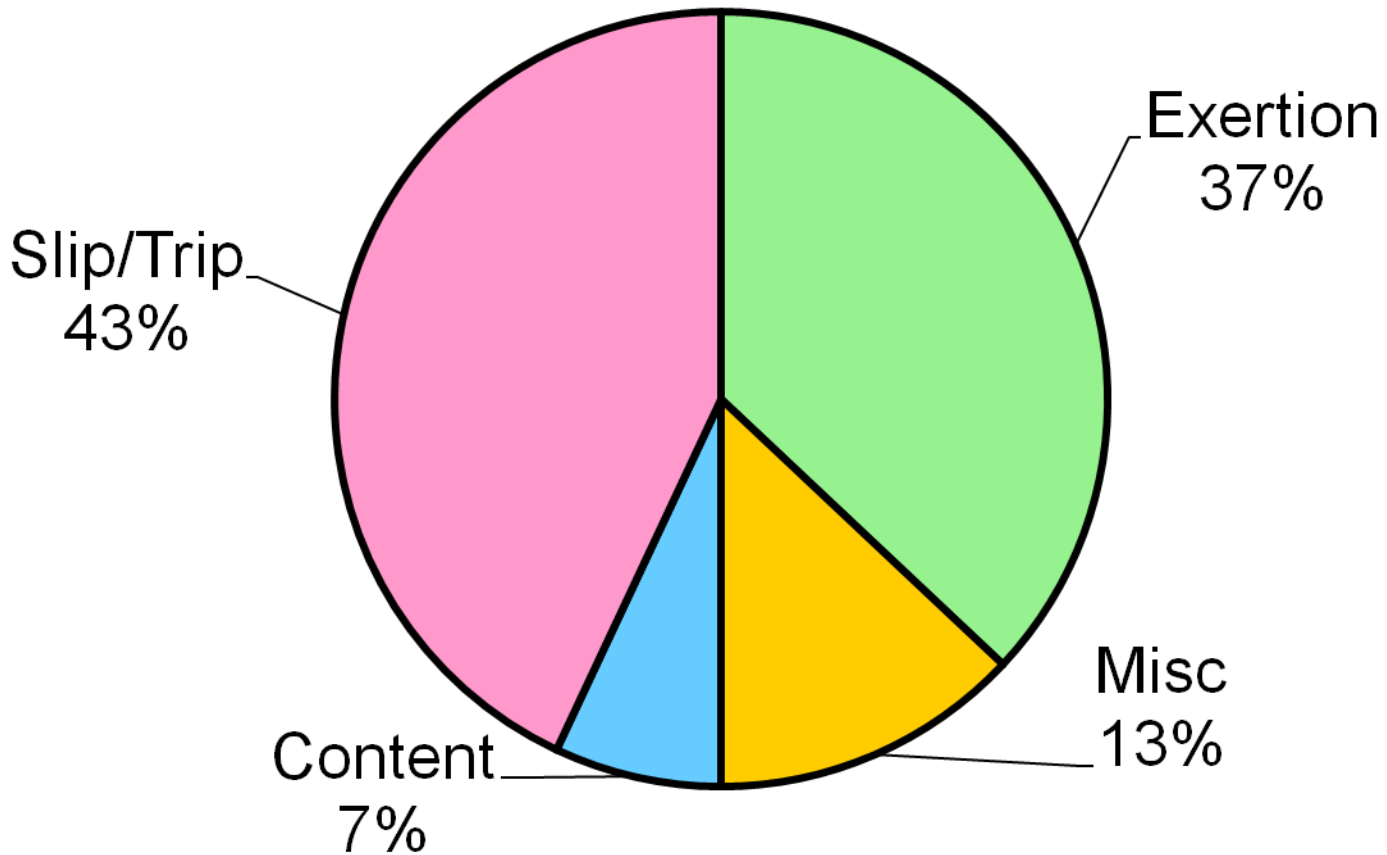
2001-2004





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Nature of Injuries

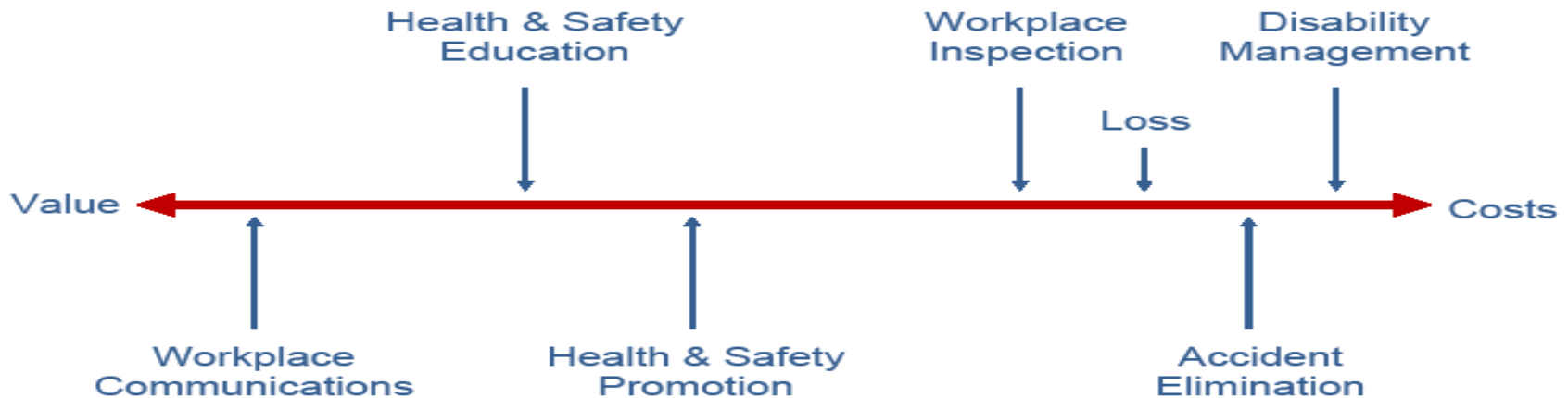




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Creating Health & Safety Solutions

Loss Control Continuum





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Past Culture

- We felt that attitudes shape behavior
- “Bad Attitudes” caused accidents
- Safety seen as helmets, books, and vests only
- Only developed safety process was Accident Reporting
- Minimum standards culture, compliance and rule based
- Focus on productivity and quantity not quality and safety
- Poorly developed safety system
- No metrics around safety



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Present Culture

- We now appreciate behavior shapes attitudes
- Changing behaviors will change the culture
- What gets rewarded gets repeated
- What gets repeated gets seen as important
- The perception of importance is the Safety Culture



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Present Culture

- Safety associated with job and service quality
- Mindset shift from compliance to improvement
- Clear performance metrics around safety
- Maturing safety processes
- Management champions drive the system
- Culture evolved from rules based to systems based



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Municipal Operations

Implementation Challenges

- Overcoming a negative safety culture
- Perceived lack of management support by the employee
- Employee acceptance that changes could happen
- Consistent reinforcement by management
- Getting over the 'paper monster'
- Convincing employees to document something they were already doing
- Custom fit safety tools to match each department's needs



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Municipal Operations

Safety Improvements

- Safety culture is a positive one
- Front line leadership- commitment to safety as a priority
- Employees feel that their concerns are being heard and addressed
- Level of employer/employee communication has increased
- Accountability for safety issue resolution- built into performance review process



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Municipal Operations

Safety Improvements

- Automatic accident investigation for LTA's- generate solutions
- Outcomes of safety issues/solutions are communicated to all parties doing the same type of work
- Increased safety awareness
- Recognition for outstanding individual or team safety practices
- Improvement in LTA rate- 60% since 2009 and 34% compared to our industry group



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Saint John Fire Department

Implementation Challenges

- Paramilitary organization with command and control accountability
- Well developed administrative systems
- Replacement of established methods
- Addition of new methods
- Monitoring and control
- Lack of automation
- Training



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Saint John Fire Department

Safety Improvements

- Notable improvement in Safety Performance in 2010
- Enhanced issue management
- Pre deployment briefings
- Hot washes
- Formal investigation of workplace accidents
- Integration of existing tools in a coherent safety system
- Elevation of the dialogue around safety



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Saint John Fire Department

The future of safety in the Saint John Fire Department

- Focus on quality
- Integration with performance evaluation review
- Increase participation of employees out to the front line
- Autonomous goal setting and planning



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The Future of Safety at the City of Saint John

- Every employee is a Safety Champion
- Safety becomes a self organizing work team activity
- Mindset change from process improvement to transformation
- Safety and quality become one and the same that is evaluated
- Culture evolves from systems and metrics to values based
- Strengthen the RTW process and case management
- Safety performance objective to become 'best in class'
- Safety awareness improvement
- Evolve into a culture of continuous improvement



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Discussion

Questions or Comments