

Health and Safety Management Systems

OSACH's recently developed Health and Safety Management System (HSMS) is designed specifically for Ontario's health and community care sectors. Its purpose is to help employers achieve organizational health and wellness through two key steps.

*The first step is to **integrate** safety into an organization's core business. The second is to **motivate** an organization to achieve employee health, safety and wellness, provide quality care and embrace public safety. Successfully implemented, an HSMS will lead to a culture of health, safety and wellness.*

Definitions and Background

The Institute for Work and Health (IWH) defines HSMS as *"the integrated set of organizational elements involved in a continuous cycle of planning, implementation, evaluation and continual improvement, directed toward the abatement of occupational hazards in the workplace"*.

While the origins of today's HSMSs date back to the post-Second World War defence industry, the most significant developments have occurred within the past 20 years. These efforts, coupled with industrial quality initiatives, have led to internationally accepted auditable management systems for quality in manufacturing (e.g., ISO 9001) and environmental aspects of production (e.g., ISO 14001). The basic process can also be applied to health and safety (H&S).

Traditional H&S programs typically do not have strong feedback or evaluation mechanisms. In addition, they tend to be reactive rather than proactive, especially when dealing with workplace accidents, legislation and H&S enforcement.

OSACH's Management System Approach to Building a Culture of Organizational Health and Wellness

Based on CSA standard Z1000 (Plan, Do, Check, Act), the OSACH system identifies gaps in an existing HSMS and helps mitigate employee, client/patient and public risks.

The key to a successful HSMS is not only identifying and controlling risks in the workplace but also evaluating and continually improving the system itself.

OSACH's Five-Pillar HSMS

Pillar 1: Leadership and Commitment

Senior management's key roles in workplace health and safety include demonstrating leadership and encouraging employee participation.

- Demonstrate senior management commitment
- Outline roles and responsibilities of all workplace parties
- Establish accountability of management
- Allot human and financial resources for the planning, implementation and maintenance of the HSMS

Pillar 2: Risk Identification and Analysis

This section of the HSMS focuses on identifying and analyzing the risks of the workplace.

- Review, summarize and analyze employee, client/patient and organizational indicators
- Identify and assess applicable legal requirements for the organization
- Conduct a walk-through to examine potential risks
- Set measurable objectives and develop action plans

Pillar 3: Risk Management and Control

Once an organization has identified and analyzed its risks, the next step is using a hierarchy of controls to reduce them.

- Implement a risk management program
- Implement hazard-specific controls
- Cultivate an organizational safety culture
- Ensure appropriate documentation and record-keeping

Pillar 4: Evaluation and Corrective Action

After implementation of controls, it is critical to follow up with continuous evaluation and corrective action.

- Establish mechanisms to monitor, measure and audit the HSMS
- Provide feedback about H&S performance and improvements
- Ensure goals, objectives and targets are met
- Ensure procedures are in place to identify, assess and eliminate/control workplace hazards
- Ensure implemented hazard controls are appropriate
- Ensure all monitoring and measuring data is recorded

Pillar 5: Strategic Review and Continual Improvement

The results of management reviews should feed back into the Leadership and Commitment and Risk Identification and Analysis sections of this HSMS.

- Communicate and track H&S goals
- Review the HSMS annually; communicate successes or shortcomings
- Evaluate senior management accountabilities
- Assess opportunities for continual improvement
- Conduct senior management review of decisions and actions

Summary

The implementation of an HSMS will help mitigate risks to employees, clients/patients and the public. For information about OSACH's HSMS, please contact your local consultant or, refer to:

- **OSACH Health and Safety Management System Implementation Guide**
Resource manual - rmane365 - 1-894878-48-5
- **OSACH Health and Safety Management System: Building a Culture of Health, Safety and Wellness**
Assessment tool - rprge373 1-894878-57-4



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