

Canadian Red Cross

Health & Safety Canada 2007
Safe Communities & Social Issues

Engaging Employees and Senior Management in Creating an Injury Prevention Culture

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Objectives of the Session

- Give an overview of what an injury prevention culture stands for
- Outline strategies in building a case for the senior management
- Outline challenges and strategies for engaging employees
- Outline the role of First Aid training in creating an injury prevention culture and present training best practices

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Section 1

The Injury Prevention Culture

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Do Canadians Work in Safe Companies?

- 2007*
 - 317,524 time loss injuries
 - 1,055 fatal injuries
 - 973,462 reported claims
 - 14,464 workers aged 15-19 claimed injuries and 8 died
 - 33,610 workers aged 20-24 claimed injuries and 30 died
 - Indirect costs are conservatively estimated at 4 x direct costs
- 2006 Ontario: average time loss injury cost was \$98,000
- Total compensation and other related costs are estimated to be over \$8 billion**

*Association of Workers' Compensation Boards of Canada, December 2008 ** Govt. of Canada

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The Injury Prevention Culture

- The Injury Prevention culture is not a set of policies and procedures but the integration of safety into every aspect of business
- It starts at the top. Leaders need to be committed and involved:
 - Make safety a core corporate value
 - Provide support and training
 - Actively involve employees

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What Shapes a Workplace Culture

The Five Factors*	In the OHS World
Business Environment	Consider business factors that impact safety: regulations, technology, physical work conditions, psychosocial hazards, etc
Values	Safety becomes a core corporate value
Heroes	Bring forward role models, safety pioneers in the workplace
Routines of Corporate Life	Integrate safety into the everyday expected behaviour
Cultural Network	Incorporate safety messages and education into the regular corporate communication vehicles

* Dan Peterson, American Society of Safety Engineers

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Best Practices from Leading Companies

- Primary drivers*
 - Conviction that injuries are unacceptable in operations
 - Firm belief that business benefits—directly (reduced costs) and indirectly (improved morale and increased productivity)
- Four key strategies to integrate safety in all operations*
 - Clear management visibility and leadership
 - Ownership of health and safety by all employees
 - Accountability at all levels of an organization
 - Sharing of knowledge and information throughout the organization

*US Conference Board, "How Leading Companies Develop Safety Cultures"



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Best Practices from Leading Companies (cont.)

- **Managers** show visible support for health and safety
 1. Emphasize safety as a company value
 2. Discuss health and safety at staff and employee meetings
 3. Attend and participate in safety committee meetings
 4. Observe effective or ineffective health and safety practices
 5. Ensure adequate resources for health and safety
 6. Ensure training to minimize the potential for injuries or illness in the workplace
 7. Create a trusting relationship which encourages prompt disclosure of injuries, near misses, issues/recommendations
 8. Suspend work activities that cannot be performed safely



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Best Practices from Leading Companies (cont.)

- **Front-line supervisors'** involvement
 9. Encourage safe behavior/discourage unsafe behavior (coaching, feedback and prompt discipline if necessary)
 10. Conduct job-hazards analysis (potentially affected employees)
 11. Obtain appropriate training on health and safety practices and train their employees on these issues
 12. Conduct documented safety inspections at assigned intervals
 13. Initiate investigation of facts/causes of injuries and near misses, implement agreed-upon corrective action, and communicate findings and solutions throughout the facility
 14. Work with assigned OHS professionals on management of injury cases to assess the potential for modified duties and contact each absent injured worker directly to discuss recovery progress



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Best Practices from Leading Companies (cont.)

- **Employees'** involvement
 15. Bonuses and promotions for employees and managers are substantially affected by safety performance
 16. Special commendation or other recognition is provided to supervisors and employees for superior safety performance
 17. Progressive discipline – up to full dismissal – is used, to the extent allowed, for those who violate safety work rules, perform other unsafe practices or otherwise fail to meet safety responsibilities (e.g., repeated failure to attend safety training)



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Section 2 Working with the Senior Management



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Making the Case for Injury Prevention

1. Due Diligence
 - It is a legislated requirement of all companies
 - OHS regulations, federal and provincial
 - Criminal Code

"Every one who undertakes, or has the authority to direct how another person does work or performs a task is under a Legal duty to take reasonable steps to prevent bodily harm to that person, or any other person, arising from that work or task." (Bill C-45, Chapter 21, Section 217.1)



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Making the Case for Injury Prevention (cont.)

2. Financial costs of injuries

- Direct cost (insurance premium) and indirect cost (property damage, lost production time etc)?
- How many sales dollars does it take to offset the cost of injuries?
- What is potential cost reduction from the Worker's Compensation if no injuries?
- WSIB Ontario estimates that: *"Workers compensation and other costs for the best company performers are 70-90% lower than the lowest quartile of firms in their industry group."* (Business Results through Health & Safety)



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Making the Case for Injury Prevention (cont.)

3. Intangible costs of injuries

- Impact on the injured (loss of income, impact on families)
- Reduced ability to attract young employees and students
- Low customer trust
- Low public trust



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Making the Case for Injury Prevention (cont.)

4. Health and Wellness part of a profitable workplace

- Stress-related absences cost Canadian employers about \$3.5 billion each year*
- Costs of lost productivity due to mental illness in Canadian businesses equals \$11.1 billion per year**
- *"In a large diversified multi-site industrial setting, for every dollar spent on workplace health promotion, \$2.05 was saved after 2 years."* (American Journal for Public Health)



*Statistics Canada 2004 **Joan Burton, IAPA, "Creating Healthy Workplaces"



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Making the Case for Injury Prevention (cont.)



DOFASCO™

Canada's largest steel producer

- Introduced a Lifestyle Program (promotion and support for employee fitness, weight control, nutrition, smoking cessation, stress management etc)
- Tangible results (in 5 years): 54% reduction in lost time injuries, \$6 million reduction in WSIB costs, 57% reduction in absenteeism*

*Speech, Bronco Jazvac, Dofasco, 2000



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Making the Case for Injury Prevention (cont.)

5. Showcase global best practices*



ALCOA

World's leading producer and manager of primary aluminum, fabricated aluminum and alumina facilities

- Latest two CEOs involved in health & safety: "0" injuries goal, safety commitment won over labour unions, and got managers and employees used to meeting benchmarks
- Strategies: online learning and webcasts for training, implemented online defensive driving course in English and Spanish, tailored training programs to individual situations
- Results: during a 12-month period 76% of its 487 operating locations experienced "0" lost workdays, 40% experienced no recordable injuries and more than 98% of employees went home injury free

Source: US Conference Board



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Making the Case for Injury Prevention (cont.)



Imagination of work

Over 100 years in Canada (appliances, aviation, consumer electronics, energy, electrical distribution, oil & gas, finance etc)

- Challenge: combination of a broad product line a large employee population (around 10,000 employees) widely disbursed over 260 sites
- Solution: training in creative ways (mostly online and mandatory), praise to team leaders with outstanding performance, communication across the company, quick response system in case of incidence

*Conference Board of Canada



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Making the Case for Injury Prevention (cont.)



Bruce Power

The largest independent power generator in Ontario

- Unique situation: ran a refurbishment project with 2,500 extra contractors on site
- CEO takes leading role in discussing safety with employees: quarterly all-employee meetings, health and safety performance is the first business metric mentioned, each contractor received a personal letter from the CEO explaining what we expect in terms of health & safety
- Results: 12 million hours without a lost-time incident



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Section 3 Engaging Employees



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Challenges in Engaging Employees

- The role that the leadership takes with health & safety
- The level of trust built by management
- Instable economic climate*
 - Low job security = low employee satisfaction, greater incidence of physical health conditions and higher levels of psychological distress, less focus on safety
 - Greater job demands due to cutbacks and rationalization = focus on performance because it is more likely to result in salient rewards for the employee rather than safety
- Working with young workers (15-25)

*American Psychological Association, "The Psychology of Workplace Safety"



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Strategies for Engaging Employees

1. Implement an Injury Prevention Culture
 - Research shows that companies with a strong injury-prevention culture can mitigate challenges posed by cutbacks and job losses
 - *"Among employees who perceived that management places a strong value on safety, the relationships between job insecurity and safety knowledge, safety motivation, reported accidents and near accidents were significantly attenuated when compared to individuals who did not perceive that management valued safety."* (American Psychological Association)



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Strategies for Engaging Employees (cont.)

2. Run Periodic Perception Surveys
 - Workers' perception of workplace safety seems to reflect the extent to which they perceive their organizations as being supportive and committed to their well-being and satisfaction*
 - *"A health and safety management system is only as good as employees perceive it to be."* (Dennis Ryan, Compass Canada, Health & Safety)
 - Unlike a survey audit it poses questions directed at issues that are hard to measure but give an opportunity to enhance the quality of health & safety management

*International Journal of Occupational Safety and Ergonomics (JOSE) 2005, Vol. 11, No. 3 **OHS Magazine, Sept. 2001; p 9



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Strategies for Engaging Employees (cont.)

3. Transformational Leadership
 - Leadership style affects occupational safety through the effects of perceived safety climate, safety consciousness, and safety-related events
 - Employees buy into the health & safety program when they see management at all levels take the appropriate health & safety measures including shutting down unsafe operations and applying all resources to fix a problem, coach or train
 - In a trust-based climate, the knowledge needed to achieve and maintain outstanding safety performance will be learned, shared and acted upon throughout the organization*



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*Canadian Mental Association, "Creating Healthy Workplaces"

Strategies for Engaging Employees (cont.)

4. Employees Need to Connect with the Program

- Statistics may mean nothing but dry numbers to your employees
- True stories can reach and motivate them
- *Threads of Life* has a Speakers Bureau program comprised of family members living in the aftermath of a workplace tragedy. Their personal testimony successfully connects with the audience members in a personal way.



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Strategies for Engaging Employees (cont.)

5. Performance Reviews

- Safety performance objectives tied to bonuses and promotions was rated the most effective for gaining employee involvement (79% of companies use these programs)
- *"An agreement between Universal Compression Inc., Calgary, Alberta and International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers has a performance based incentive program which provides employees with a minimum of 2.0 % of earning if quarterly financial and safety performance measurements are achieved."* (HRDC, Workplace Gazette, Vol. 6 No. 1, Spring 2003)

*US Conference Board



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Strategies for Engaging Employees (cont.)

5. Rewards Programs

- Mixed reviews
 - "When used incorrectly, can drive the reporting of injuries underground and increase feelings of apathy and helplessness regarding organizational safety. Incentives should be behaviour-based, or based on what people do for safety, rather than injury-related outcomes."* (Conference Board US)
- Effective incentive programs, e.g.: "safety bucks" for safety suggestions, management safety promotions (random phone calls on safety issues), point safety program (for attending safety initiatives)



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Strategies for Engaging Employees (cont.)

6. Program for Young Workers

- First month training (orientation, job-specific hazard training, observation)
 - "Only about 1 in 5 employees in Canada receive safety training during their 1st year with a new employer."* (Institute for Work and Health)
- Supervisor as coach
- Positive safety climate (communicate balance of work volume – work quality – safety, rewards for good safety practice)



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Section 3

First Aid Training as Part of the Injury Prevention Culture

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Role of Training in Motivating Employees

- A comprehensive review by the U. S. Department of Labour of more than 100 studies that examined the link between progressive people practices and improved bottom line results concluded that:
 - *"There is a positive relationship between training, motivating, and empowering employees and improvements in productivity, employee satisfaction and financial performance."*
- A British Red Cross Study reveals that
 - 95% of respondents felt more confident in their working life and more valuable to their employer after they completed first aid training. 89% also felt that attending a first aid course was important in terms of personal development.



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Challenges

- A Canadian Red Cross 2008 workplace survey identified:
 - OHS decision-making falls under different departments/job titles for each company: OHS Manager, HR Dept., Office Administration Dept., others
 - Top 3 challenges: timing training with work hours (40%), motivating employees (19%), and selecting a training provider that meets client's needs (15%)
 - Timing training with work hours is the biggest challenge for HR managers (44%) and OHS managers (45%) alike
 - Motivating employees is a bigger challenge for companies with 150+ employees



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How to Select a First Aid Training Provider

- Step 1: know your options
 - Check the legislation for a list of approved first aid training providers and for first aid requirements applicable to your workplace
 - Gather references from peers on the providers they work with
- Step 2: profile the providers
 - Reputation, expertise, training content, Instructors, materials
 - Certification type and validity
 - Delivery option, schedules
 - Pricing, billing and payment options, customer service



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First Aid Training Case Studies



CANADIAN PACIFIC

Canadian Pacific Railway Company (CPRC) provides freight transportation services over a 14,000 mile network in Canada and the United States. The Canadian network extends from Vancouver eastward to Montreal. The US network serves the US Midwest through Minneapolis and Chicago and in north-eastern US from Montreal down through Albany and into Pennsylvania.

- Training Issues
 - Prior to 2003, internally managing first aid training. 50 in-house first aid instructors trained 8,000 employees over a three-year cycle.
 - In 2005 approximately 6,000 needed re-training during the first two quarters of the year
 - Administrative tasks (along with regular operational tasks): maintain certifications, manage equipment, training materials, and paperwork, and keep accurate records



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First Aid Training Case Studies (cont.)



CANADIAN PACIFIC (cont.)

- Solution: nationally standardized training through Red Cross Training Partners who took over the administration of the training program
- Immediate Results
 - Freeing staff time. 3100 staff hrs. during high retraining years
 - Reduced costs: eliminated travel cost (\$20K to \$30K savings); preferred training rate through a National Contract
 - Extension of training in US through American Red Cross
 - The Red Cross training includes CPR and AED certification which reduces training time and cost of training overall



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First Aid Training Case Studies (cont.)



The fifth largest employer in the Greater Hamilton area (City of Hamilton), with more than 7,500 employees

- Training Issues
 - Decentralized training for each Department with additional expenses for travel time, lunch etc
 - No integration with the University EMS (hospital on campus)
- Solution: the Department of Recreation became a Training Partner of Red Cross, being able to purchase materials as distributor and use Red Cross certified Instructors to offer training to all the departments



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First Aid Training Case Studies (cont.)



(cont.)

- Immediate results
 - Introduced McMaster's own Emergency protocols into training ensuring staff know their own unique emergency procedures (staff to call security instead of 911)
 - Cost reduction: distribution price, eliminated costs for training outside of campus
 - Employment opportunities for campus students who have a Red Cross First Aid Instructor certification
 - Improved training records (maintained by HR)
 - Controlled scheduling



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Thank you

To contact the Speaker: rick.caissie@redcross.ca

DOWNLOAD

www.redcross.ca/iapa09

- Presentation Handouts (PDF)
- "Selecting a First Aid Training Provider" Checklist



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