



SASKATCHEWAN ASSOCIATION FOR

SAFE WORKPLACES

IN HEALTH

Safety Management System

Implementation Support
Policy Manual
Backgrounder

January 2016

Workplace health and safety:
a priority for all.



BACKGROUND

1. Introduction.

In 2009, the Saskatchewan Association for Safe Workplaces in Health (SASWH), in partnership with Saskatchewan healthcare organizations, developed the Saskatchewan Safety Management System (SMS).

The SMS is a comprehensive framework for safety management in healthcare organizations. The framework consists of six elements and 22 sub-elements. The framework was constructed with considerable engagement across the Saskatchewan healthcare field and has wide acceptance. SMS elements include the broad domains critical to safety management in any organization:

- Management and Leadership
- Hazard Identification and Control
- Training and Communication
- Inspections
- Reporting and Investigations
- Emergency Response

SMS sub-elements further specify the intentions of the elements. For example, the element of “Management and Leadership” includes the following sub-elements:

- Governance
- Senior Management Involvement
- Statement of Commitment
- Worker Rights
- Statement of Responsibilities
- Accountabilities
- Safety Rules
- Measurement

(Please see *Attachment 1: SMS Policy Manual Contents* for a complete enumeration of the SMS elements and sub-elements)

In 2015, SASWH undertook development of a compilation of policies to support the province-wide implementation of the Saskatchewan Safety Management System (SMS). The SASWH policy project is intended to provide a standard set of model policies, compliant with legislation and best practice, which afford a solid policy foundation for use by Saskatchewan healthcare organizations.

2. Project Description: Safety Management System Implementation Support Policy Manual

All Saskatchewan healthcare organizations have developed and approved policies and procedures to support and enhance workplace health and wellness. Consistent policy depth and breadth aligned with the SMS framework is wanting between and within many organizations. The current policy project is intended to facilitate consistency and to ensure that the legislative and best practice safety management universe is covered with appropriate, standard and compliant sample policies.

The resulting policy manual provides a tool for healthcare organizations as they seek to improve safety management. This compendium of standard policies, procedures and responsibilities will support policy consistency across healthcare organizations and facilitate compliance with applicable legislation.

The expectation is that healthcare organizations use the document to organize their health and safety policies around the SMS. Organizations may also modify the raw material of the individual policies provided here to fill any policy gaps to meet their needs.

It is also anticipated that organizations will use their own internal processes to adopt, approve, implement and evaluate policies. Adoption of, and compliance with, these policies will provide a solid safety management foundation in healthcare organizations.

3. Project Methods

In August 2015, SASWH commissioned a consulting company to develop, synthesize and organize a foundational set of policies to support SMS implementation across the province. The work was supported by a project team with representation from four regional health authorities, the Ministry of Labour Relations and Workplace Safety, The Workers' Compensation Board and the Saskatchewan Association for Safe Workplaces in Health. (Please see the Acknowledgement section below for a list of Project Team members.)

The general approach for the project included the following dimensions:

- Research - review of the literature, existing healthcare safety policies and applicable legislation.
- Engagement and Communications - Continuous appropriate engagement with SASWH and the Project Team.
- Writing - drafting policies and supporting materials.
- Final product preparation – constructing a comprehensive compendium of policies that align with SMS and support its consistent implementation across healthcare organizations.

4. Project Outcomes

The manual contains 31 policies and 29 policy supplements (procedures, responsibilities, samples and/or best practices) that align with the six elements and 22 sub-elements of the SMS. Each sub-element has at least one associated policy to assist organizations to operationalize the intentions of the element and sub-element. For example, the element of “Hazard Identification and Control”, sub-element “Risk Assessment” contains two policies - “Risk Assessment” and “Job Safety Analysis”. In addition Policy Supplements containing procedures and responsibilities are provided for each of these policies. Attachment 1 contains a full specification of the policies and policy supplements contained in the manual to support each element and sub-element.

Note: Caution should be exercised when referencing the supplemental information as it is provided as potential additional information and should not be utilized in absence of the supportive policy.

An example, Policy 2.1.1 “Risk Assessment”, is included in this document as Attachment 2. All policies in the manual are presented in the same format and level of detail. Each policy is organized around the following headers:

- Purpose
- Policy
- Interpretation
- Evaluation
- References.

5. Acknowledgements

Most of the policies contained in this document were derived from existing policies currently used in health organizations. Thank you health organizations for this foundation of substantive work.

In addition a Project Team was instrumental in providing specific content recommendations, cross-organization guidance and strategic direction for the manual. Thank you Team:

- Tammy Blackwell, Heartland RHA
- Tennille Corbett, Saskatoon RHA
- Sandra Cripps, SASWH
- Jacquie Griffiths, SASWH
- Karen Loyns, SASWH
- Randy McPeck, Regina Qu’Appelle RHA
- Jean Pointer, LRWS
- Jeff Schwan, Cypress RHA
- John Weigel, WCB

Attachment 1: Safety Management System Policy Manual Contents

Element	Sub-element	Policy	Policy Supplement	
1. Management and Leadership	1.1 Governance	1.1.1 Governance		
	1.2 Senior Management Involvement	1.2.1 Senior Management Involvement		
	1.3 Policy Statement	1.3.1 Policy Statement/Statement of Commitment	<ul style="list-style-type: none"> • Statement of Commitment Sample • Responsibilities • Responsibilities and Procedures • Responsibilities • Responsibilities • Responsibilities • Responsibilities • Example General Safety Rules • Procedures and Responsibilities 	
	1.4 Worker Rights	1.4.1 Worker Rights	<ul style="list-style-type: none"> • Responsibilities • Responsibilities and Procedures 	
		1.4.2 Right to Refuse	<ul style="list-style-type: none"> • Responsibilities 	
		1.4.3 Worker Participation	<ul style="list-style-type: none"> • Responsibilities 	
	1.5 Responsibilities	1.5.1 Statement of Responsibilities	<ul style="list-style-type: none"> • Responsibilities 	
	1.6 Accountability	1.6.1 Accountability	<ul style="list-style-type: none"> • Responsibilities 	
	1.7 Safety Rules	1.7.1 Safety Rules	<ul style="list-style-type: none"> • Example General Safety Rules 	
	1.8 Measurement	1.8.1 Measurement	<ul style="list-style-type: none"> • Procedures and Responsibilities 	
	2. Hazard Identification and Control	2.1 Risk Assessment	2.1.1 Risk Assessment	<ul style="list-style-type: none"> • Procedures and Responsibilities • Procedures and Responsibilities
			2.1.2 Job Safety Analysis	<ul style="list-style-type: none"> • Procedures and Responsibilities
		2.2 Safe Practices and Procedures	2.2.1 Safe Work Practices	<ul style="list-style-type: none"> • Procedures and Responsibilities
		2.2.2 Stop the Line/Safety Alert	<ul style="list-style-type: none"> • Principles, Procedures, Decision Trees • Communications • Procedures and Responsibilities 	
		2.2.3 Harassment	<ul style="list-style-type: none"> • Procedures and Responsibilities 	
		2.2.4 Violence Prevention	<ul style="list-style-type: none"> • Procedures and Responsibilities 	
		2.2.5 Transferring Lifting Re-positioning (TLR ®)	<ul style="list-style-type: none"> • Procedures and Responsibilities 	
2.3 Personal Protective Equipment		2.3.1 Personal Protective Equipment	<ul style="list-style-type: none"> • Responsibilities 	
		2.3.2 Universal Precautions	<ul style="list-style-type: none"> • Procedures and Responsibilities 	
2.4 Procurement		2.4.1 Procurement	<ul style="list-style-type: none"> • Procedures 	

3. Training and Communications	3.1 Training	3.1.1 Training of Workers	<ul style="list-style-type: none"> Guidelines and Responsibilities 	
	3.2 Orientation	3.2.1 Orientation	<ul style="list-style-type: none"> Guidelines and Responsibilities Checklist 	
	3.3 Occupational Health and Safety Committee	3.3.1 Occupational Health and Safety Committee	<ul style="list-style-type: none"> Responsibilities, Terms of Reference, Minutes Template 	
		3.3.2 Safety Management System Review	<ul style="list-style-type: none"> Procedures and Responsibilities 	
	3.4 Communications	3.4.1 Communication Strategies	<ul style="list-style-type: none"> Responsibilities 	
	3.5 Document Processes	3.5.1 Document Processes	<ul style="list-style-type: none"> Procedures and Best Practices 	
	3.6 Employee Involvement	3.6.1 Worker Involvement		
	4.1 Inspections	4.1.1 Inspections	<ul style="list-style-type: none"> Responsibilities and Procedures Checklist Elements 	
	5. Reporting and Investigations	5.1 Reporting	5.1.1 Reporting Safety Concerns	<ul style="list-style-type: none"> Procedures
			5.1.2 Incident Documentation and Reporting	<ul style="list-style-type: none"> Procedures and Responsibilities
5.2 Investigations		5.2.1 Incident Investigations	<ul style="list-style-type: none"> Procedures and Responsibilities 	
6. Emergency Response	6.1 Emergency Response	6.1.1 Emergencies	<ul style="list-style-type: none"> Procedures and Responsibilities 	

Attachment 2: Example - Policy 2.1.1 Hazard Identification and Control – Risk Assessment

Agency's Name and Logo	Element: Hazard Identification and Control		Policy #2.1.1
	Sub-element: Risk Assessment		Approved by:
	Date:	Date Revised:	

Purpose

Continuous risk assessment is fundamental to the prevention of incidents and injuries in the workplace. This policy requires organizations to identify existing and potential risks to the health or safety of workers. The accompanying procedures describe general processes for identifying and controlling risks in the workplace.

Policy

The (agency) will systematically undertake risk assessment processes for all work sites. Workers will be informed of all known hazards and risks in the workplace, and the control measures that are in place to eliminate, reduce, or control the risk.

Interpretation

This policy presupposes that the (agency) will establish risk assessment processes that include:

- methods to identify risk;
- identification and classification of hazards (physical, chemical, biological, psychosocial, ergonomic);
- assessment of degree of risk (class A through D);
- identification of control measures for each risk;
- development of safe work practices; and
- provision of training.

(Please see attached Policy Supplement)

Evaluation

This policy shall be reviewed every three years by the (agency) as part of the safety program review and/or whenever there is a change of circumstances that may affect the health and safety of workers, or a change in legislation.

Expected Outcomes (indicators of policy impact)

- The (agency) has adopted a risk assessment method to assess degree of risk.
- The (agency) has a method for scheduling risk assessments.
- The (agency) systematically assesses and addresses risk.

References

Saskatchewan Employment Act (2013), PART III, 3-8 to 3-15, 3-27.

Occupational Health and Safety Regulations (1996), Sections 12 to 19.

SASWH Resources: <http://www.saswh.ca/index.php/resources/small-employer-resources>