

**City of Houston
Health and Safety
Program Evaluation**

for

Houston Department of Health and
Human Services



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Aon Global Risk Consulting

CONFIDENTIAL AND PRIVILEGED



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Executive Summary/Field Observations

Based upon my visits to several locations within the department and the focus group discussions, there are several levels of participation in the safety process. Many of the lab and clinic environments are very safety conscious, while BARC and others are practicing reactive safety more than proactive safety. Reactive safety is when the safety program is not administered in a way that promotes the safety effort. Employees are not held accountable and management has not bought into the process. Safety starts at the top of any organization. Leadership has to promote the safety effort at every meeting, they have to promote safety at every level in the department, and they have to get the employees involved in the safety process. This is the only way to drive a culture change and promote a safe environment for the employees and help reduce or eliminate accident from occurring on the job. Zero accidents and incidents are achievable and obtainable. The question is does senior leadership want to get there?

Health and Human Services is a large department and very diverse in the activities that they are involved in vary greatly, but safety can be handled in the same manner regardless of the location. In the employee focus group meetings, all of the employees were very interested in participating in the safety efforts, but it is not communicated to them or they are not asked to participate in the safety process. Many believed that there was a good safety program in place, however the program could be administered better. Some of them did not know where any of the safety information was kept or how to access the information. Supervisors and leadership have not done their part to promote the safety effort. Streamlining the process, making all of the forms available, documenting the safety efforts, and tracking performance is the key to getting more employees involved.

First and foremost the department has to define what the goals and objectives are and what needs to be done to meet those goals. Safety is everyone's responsibility and I do not believe that message has been properly conveyed to the employees. There needs to be a clear message that accidents are not acceptable and employees and supervisors should be held accountable. If an employee is injured on the job and they did not follow the Standard Operating Procedures or Job Safety Analysis, should they be held accountable? Yes, but if the supervisor never reviewed the SOP's or JSA's with the employees. Do they have some responsibility too? Yes

The next thing that needs to be done is the supervisors and employees need to be **measured** on the items that are defined. Things that are measured will usually get completed. Safety should not be measured any differently than productivity or quality. If we have employees that do inferior work or are not very productive, we coach them to get them up to speed. Safety should be handled in the same way. We coach them to get them on the right track. We help them to convey the safety message.

The last step is to reward performance. We do not reward for not having accidents. We reward for participation on the safety committees, conducting and participating in the safety meetings, keep your training up to date, helping to write JSA's or SOP's, keeping you work areas clean, doing facility audits, mentoring new employees, and helping to improve processes to name a

few. Rewards do not have to be cash, lunches, or gift certificates. They can be recognition in their work group, recognition by the director or assistant director, or a certificate to name a few. Positive reinforcement can help drive your process forward. Challenging the various locations and tracking the injury data by location can help to create some friendly competition plus can help to identify what locations need additional help. Industry best practices include tracking frequency rates, severity rates, and workers comp cost per payroll dollar to name a few. Olen could assist you with developing the matrix to track you information.

Employee orientation and training is a key component to your safety process. During the survey many employees were interviewed and this was an area of concern that kept coming up. The general orientation for the new employees is well received, but once the employee is assigned to a location the orientation process is very different. Some locations orientate their employees well and some do not. I suggest developing a new employee safety orientation checklist that the supervisor could use while orientating on the local safety issues, hazards, concerns, and effort. The checklist is a great tool to make sure that nothing is missed during the orientation process. You need make sure that the employee signs off or initials the document to show that they received the orientation.

Supervision plays a very important part in the safety process. The supervisors that I spoke to during my surveys had varying levels of safety experience. Some had no experience and one was a Certified Safety Professional (CSP) all of them mentioned that they had never been through a supervisor safety program. A good way to improve your safety efforts would be to provide better training for your supervisors on the safety program, what hazards to look for and what they can do to increase awareness with the employees. This effort will help them to be better leaders in the safety effort and make them more aware of what they need to look for at their locations.

Safety Committees play a vital role in improving the safety efforts at a location or within the department as a whole. The safety committee should be task driven by identifying areas where safety needs to be improved and creating a corrective action plan to get those areas corrected. The committee could also be used to review accidents to determine root causes, help to keep employees aware of changes to the policies and procedures and be the sounding board for the other employees. Many of the best safety ideas come from the employees and they should be conveying these issues to the committee to work on so they can develop a plan to fix them.

Training and education at some of the locations is done really well and is documented. Some of the other locations are definitely lacking in this area. This goes back to the leadership and establishing what they need to do, when it needs to be completed, and holding them accountable to get the training and education done. There are many tools that are available on the city intranet as well as the internet to help with the training and education for the department employees. Since the department is very diverse, one size fits all training does not work. The training at each location is going to vary depending on the exposures. Develop a training matrix for each location to ensure that the employees are getting the training and education they need.

Accident investigations are very important in determining root causes, finding areas for improvement, and development of an action plan to help improve safety. If the department does not learn from their mistakes, they are likely to repeat them. Accident investigations should be formal process and not just filling out an accident report. Many of the locations are just filling out the reports. Some are doing a good job, but there is still room for improvement. Near misses should be investigated too. A near miss is nothing more than a near accident. The department should want the employees to report near misses and they should be investigated just like an accident would be investigated.

Safety communication should be frequent and accessible to the employees. Many of my clients use a bulletin board to post department and location statistic, safety meeting information, the weekly tool box talks, safety committee minutes and even safety posters. The boards help to keep up awareness and keep the employees involved in the safety process. One of the clinics I visited actually go one step further and post positive feedback on their employees and post a "star" with their name. This promotes positive feedback which helps drive safety performance.

Emergency preparedness is one of the strong points in the department and at the locations that were visited during the survey. The fire drills are conducted twice a year, each location had rally points assigned, evacuation routes were posted, and the employees were very familiar with the evacuation process. A concern that was brought up and the Stadium Drive focus group was that some of the employees were hesitant to leave their work areas unless they were threatened with a ticket. This goes back to the leadership and supervisors holding employees accountable. They have to leave during a fire drill or when the fire alarm is sounded. They have to follow the direction of the fire wardens. This has to be corrected as soon as possible and people need to be held accountable.

Motor vehicle program and policies are above average. Checking driver's licenses and defensive driving is the key to reducing accidents. Requiring defensive driving before employees are allowed to operate a city vehicle and requiring retraining for employees involved in an accident will help to reduce accidents too. I recommend tracking employees that have tickets or accident and establishing a program to exclude those individual that show at risk behavior from driving a department vehicle.

The focus groups had some interesting questions that should be posed to senior leadership. Questions and answers should be posted or communicated to the employees and staff at the various locations.

Lab and clinic:

Why are safety glasses not required in all the labs at all times?

Why is the roof access at the Braeswood lab not controlled?

Why can't the HVAC system be fixed at the main lab?

Can the autoclave be moved to reduce the smell to the employees in the main lab?

Why do some eye washes and showers not work properly?

BARC:

- Why are vehicle at BARC not better maintained?
- How come the communication system not operates properly at BARC?
- Why are employees and supervisors not held accountable for safety?
- Where is the safety manual kept and how do I get a copy?
- Why are field supervisors not out in the field to assist the BARC employees?
- Why do supervisors not provide safety information to employees?
- Could we get additional safety training for the employees and supervisors?

Stadium Drive:

- Could safety goals be defined and communicated?
- Could safety information be posted for the employees to review?
- Why is the biggest barrier to correcting problems always money?
- Why are employees and supervisors not held accountable?
- Why does it take so long for the facilities group to make repairs that are identified?
- What are management's priorities in regards to safety?

EVALUATION STATEMENT

The purpose of the Health and Safety Program evaluation is to provide a basis for each department to establish or reinforce its own program.

Loss prevention is a key ingredient in your overall risk control program. Being able to identify hazards unique to your department will enable you to build your program with the ultimate goal of reducing the costs and frequency associated with occupational injuries.

Completion of this program will indicate those strong areas of your health and safety program and will also show those areas that need additional attention to make your program complete.

This Aon Global Risk Consulting's (AGRC) evaluation is purely advisory and intended to assist our clients in health and safety procedures. The adoption and implementation of changes is the responsibility of the client. Observations of AGRC are based on practices and conditions observed, and information provided at the time of our visit. They do not imply or guarantee compliance with local, state or federal regulations applicable to such practices and/or conditions.

SCORING

The scoring of the health and safety evaluation profile is based on a percentage scale. The scale is zero to two, with zero being the lowest possible score and two being the highest. The zero represents the range of zero to forty-nine percent or none complete. The one represents a score between the fifty and ninety-ninth percent. The two represents a score of one hundred percent or exceptionally done.

All Aon Global Risk Consulting' inspections, reports and recommendations are purely advisory and for the purpose of assisting clients and in risk control and safety procedures. Observations and recommendations are the result of practices and conditions observed and information made available to us at the time of our visit and do not purport to refer to or guarantee compliance with local, state or federal regulations which may be applicable to such practice and conditions. This report should not be considered a definitive listing of all existing hazards nor an absolute solution to all indicated hazards. No responsibility for the implementation, management and operation of risk control and safety procedures is assumed by Aon.

EVALUATION DATA SHEET

Date Evaluated:	March 30 and 31, 2009
Department/Location Name and Address:	Houston Health and Human Services 8000 North Stadium Drive Houston, Texas 77054
Present Employee Count:	Approximately 1300
Contact's Name:	Dana Doan
Contact's Title:	Safety Supervisor
Contact's Phone:	713-837-9303
Evaluation Performed By:	Scott B. Lassila, CSP, CSM, APS

HEALTH AND SAFETY PROGRAM EVALUATION PROFILE

Description	Elements	Possible Points	Actual Points	Score %
I. Management Support and Leadership	10	28	14	50
II. Medical Programs	8	18	17	94
III. Accident Recording System	4	14	5	36
IV. Employee Orientation	5	12	5	42
V. Department Supervision	7	18	7	39
VI. Safety Committees	7	14	9	64
VII. Specialized Training	3	32	16	50
VIII. Accident Investigation	8	18	9	50
IX. Department Hazard Evaluation	9	24	17	71
X. Safety Communication	5	10	5	50
XI. Occupational Illness Analysis	8	22	19	86
XII. Emergency Preparedness	12	36	34	94
XIII. OSHA Standards	13	52	43	83
XIV. Motor Vehicles	7	16	15	94
TOTALS	106	314	215	68%

MANAGEMENT SUPPORT AND LEADERSHIP

(28 Points)

		Points	
		Possible	Actual
1.	Does the department have a published safety policy? Yes there is a policy, but some departments members were not aware of it or where is was located	2	1
2.	Is it signed by a member of top management? Yes, signed by the director	2	2
3a.	Is there a full-time or part-time person responsible for safety? The HR department has assigned a safety coordinator to the departments and some locations had a safety person, but not all locations had knowledgeable safety folks assigned to head the efforts. If part-time, what other duties does this person have? Depends on the location	2	1
4.	How frequently does the senior leadership, manager, director, etc., perform safety inspections at your location? Based on the survey, no safety surveys are currently being completed by the senior leadership Monthly (2 pts.), Quarterly (1 pt.) or Less than Quarterly (0 pts)	2	0
5a.	Is there a Department Safety Committee? It depends on the location. Some locations have a safety committee and some do not	2	1
5b.	If yes, how often do they meet? Most meet quarterly Monthly (2 pts.), Quarterly. (1 pt), or Less than Quarterly (0 pts)	2	1
5c.	Are any of the top management officials members of the safety committee? Form my employee focus groups no senior leadership is involved in the safety committees.	2	1
5d.	Is the committee task driven? i.e. find way to improve processes ? In some cases	2	1
6a.	Does top management receive reports on safety performance activity? Yes, but industry best practices are not followed. Frequency rates, severity rates are not calculated for each location and the employees are interested in seeing statistics for their locations within the department.	2	1
6b.	How often? Ongoing from the COH HR department Monthly (2 pts.), Quarterly (1 pt) or Less than Quarterly (0 pts)	2	1
7.	Does top management visibly display their support for the safety program? Yes Briefly explain: There is support at the top, but it needs to be conveyed to the employees in the field during staff meetings, communications, emails etc.	2	1
8.	Are there written standards concerning what management's responsibility should be in relationship to the safety/loss control program? Yes/No, but based on the employee interviews some of the management know their responsibilities and others did not know if it was spelled out or where it could be found.	2	1
9.	Is safety/loss control accountability clearly defined in job descriptions of management personnel? Based on my communication with the supervisors, I am not sure if safety is a part of the job descriptions or if the safety responsibilities are spelled out.	2	1
10.	Have all responsible individuals been provided a copy of this, and are they held accountable? Accountability and communications seems to be a problem in some locations.	2	1

II. MEDICAL PROGRAM

(18 Points)

		Points	
		Possible	Actual
1.	Are prospective employees given a post-offer health examination? No, but this is an industry best practice that should be implemented	2	N/A
2.	Do you have an RN/LPN on duty? Yes at the clinics	2	2
3.	Have any supervisors/employees received certified first aid training? Yes If yes, how many? Several are trained at each location and AED training is done too.	2	2
4a.	Have first aid facilities been established by a medical doctor and/or hospital/clinic? Yes	2	2
4b.	Have standing orders been provided and issued to the RN or LPN? Yes, to get injured employees back to work	2	2
5.	Is access to first aid supplies controlled and a first aid log maintained? Yes, but most locations do not have a log	2	1
6.	Are first aid supplies updated as to their shelf life? Most locations update their own supplies	2	2
7.	Are the services of a medical doctor retained? Concentra	2	2
8a.	Are annual health examinations given to any employees or employee groups? Yes, for employees that wear respirators	2	2
8b.	If yes, are procedures established to ensure that all employees subject to the physical actually get one? Yes, by each location maintains those files	2	2

III. ACCIDENT RECORDING SYSTEM

(14 Points)

		Points	
		Possible	Actual
1a.	Is there an injury recording system being completed? Yes, but industry best practices are not followed for maintaining statistics ie Frequency rates, severity rates	2	1
1b.	Are injuries discussed with the other employees? Loss information is not communicated throughout the department s. This information will help to reduce similar accidents.	2	0
2a.	Is someone in charge of the Workers' Compensation/claims program? Yes If yes, title: The HR department reports and maintains the records.	2	2
2b.	Have proper claims management techniques been implemented? Yes, currently working with a TPA to help administer the claims	2	2
3a.	Are frequency and severity rates computed for your department? No	2	0
3b.	If yes, indicate what the most recent rates are and how often are they calculated? Unknown Monthly (2 pts), Quarterly (1 pt) or Less than Quarterly (0 pts)	2	0
4.	Does top management receive periodic analysis reports? No If yes, please indicate their name(s) and title(s)? Unknown	2	0

IV. EMPLOYEE ORIENTATION

(12 Points)

		Points	
		Possible	Actual
1.	Is there a formal safety orientation program for new employees? Yes at the HR department downtown. The orientation at each bureau varies dramatically. I feel that the orientation process could be streamlined and be made more effective.	2	1
2.	Is a specific individual responsible for new employee safety orientation? Varies by locations Title:	2	1
3a.	Is there a published booklet listing established safety rules and regulations? Not by location to the best of my knowledge. One could not be produced	2	1
3b.	Is this booklet reviewed with all new employees (including office and shop) during orientation? No, but some locations have developed an orientation outline.	2	0
4.	Do supervisory personnel have department checklists concerning particular department hazards which must be pointed out to the new employee upon her/his arrival? The labs do for the most part, clinics do hands on orientations, and the BARC does some hands on or working with a current employee.	2	1
5.	Is the new employee evaluated periodically on her/his safety performance? Depend on the locations. Some are within 30 days some are over 90 days If yes, please indicate how: within 30 days – 2 pts, 60 days- 1 pt, over 60 days - 0pts-	2	1

V. DEPARTMENT SUPERVISION

(18 Points)

	Points	
	Possible	Actual
<p>1. Have supervisory personnel ever received any formal safety/loss control training? i.e. OSHA 10 hour, 30 hour, safety leadership. I do not believe that safety leadership training has been completed and many of the folks that I spoke to were interested in that type of training.</p> <p>If yes, indicate subject covered and date: Unknown</p>	2	0
<p>2. Do supervisory personnel conduct the job training of all new employees? Yes, but varies by location. Many of the supervisors do, but some pass this task off to other employees in the department</p>	2	1
<p>3. Do supervisory personnel use an employee contact program or five-minute safety talks to communicate safety to employees? Yes, but I do not think they are consistent</p>	2	1
<p>4a. Are supervisory personnel required to make periodic hazard identification inspections of their department? Some of the locations do a monthly walk through of the facility and some do not. Most are informal with no write ups on the findings. Documentation should be maintained</p>	2	1
<p>4b. If yes, how frequently is this done? Depends on the location, but should be done monthly Monthly (2 pts), Quarterly (1 pt), or Less than Quarterly (0 pts)</p>	2	1
<p>5a. Is a written report made of their inspection findings? Problems are written up and are sent to Building Maintenance department, but are slow to get things fixed.</p> <p>If yes, to whom: Building Maintenance</p>	2	1
<p>5b. Is the inspection followed up routinely? Depends on the location.</p>	2	1
<p>6. Are staff supervisors evaluated and held accountable for their department safety performance? No, currently safety performance is not part of the review process.</p> <p>If yes, how:</p>	2	0
<p>7. Have supervisory personnel been trained in how to investigate accidents and make meaningful reports? Based on my findings, the supervisors have been told how to fill out the accident reports, but no training has been completed.</p>	2	1

VI. SAFETY COMMITTEES

(14 Points)

		Points	
		Possible	Actual
1.	Do you presently have any active safety committees at your department? Depends on the location If no, please indicate if there ever has been and why it was disbanded:	2	1
2.	What types of safety committees are presently active at your department? Group Safety Committee is in place at some locations, but they are not task driven	2	1
3.	Are minutes taken and distributed for each safety committee meeting? Yes for the locations that have the committees	2	1
4.	Can employees volunteer to serve on the safety committee? Yes and are encouraged	2	2
5.	Are safety committee members rotated on/off on a regular basis? Yes	2	2
6.	Can you list some of the accomplishments of the safety committee for the past year? Some of the locations had improved safety performance, implemented a first aid supplies process	2	1
7.	Are goals established for the safety committee? No goals are set	2	1

VII. SPECIALIZED TRAINING

(24 Points)

				Points		
				Possible	Actual	
1.	Has an inventory been made of job procedures to determine those with high risk potential requiring special training? Yes, but depends on the location	2	1			
2.	What types of safety training are given at your department?					
	<input type="checkbox"/> Safe Lifting/Back injury prevention	0 pts	1 pt	2 pts	2	1
	<input type="checkbox"/> Training on Equipment used	0 pts	1 pt	2 pts	2	1
	<input type="checkbox"/> Employee Fire extinguisher	0 pts	1 pt	2 pts	2	1
	<input type="checkbox"/> Hazard Communication	0 pts	1 pt	2 pts	2	1
	<input type="checkbox"/> Accident Investigation	0 pts	1 pt	2 pts	2	1
	<input type="checkbox"/> Lockout/Tagout	0 pts	1 pt	2 pts	2	1
	<input type="checkbox"/> First Aid/CPR	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Personal Protective Equipment	0 pts	1 pt	2 pts	2	1
	<input type="checkbox"/> Emergency Evacuations	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Blood borne Pathogens	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Defensive Driving	0 pts	1 pt	2 pts	2	2

VIII. ACCIDENT INVESTIGATION

(18 Points)

		Points	
		Possible	Actual
1.	Do you have an accident investigation procedure? Yes there is a procedure posted on the intranet	2	2
2.	Are supervisors held accountable for the investigation of on-the-job accidents? Yes	2	2
3.	Is follow-up made to ensure that causes of accidents are correctly identified and that corrective action has been taken? Based on my findings it is usually documented, but depending on the location may not be followed up on to insure it was corrected If yes, who is responsible: Depends on location, but should go to the safety office.	2	1
4.	Has a system been set up to investigate and correct situations which almost or could have caused an accident (near misses)? Yes but depends on the locations	2	1
5a.	Does the safety committee help investigate or reviewing on-the-job accidents? Some of the committees do review the accidents in their meetings.	2	1
5b.	Are loss trends identified and acted upon? During the employee interviews I was told that loss trend information is not conveyed to them	2	0
6.	Is there an active job safety analysis (JSA) program at your department? Some of the locations have SOP's	2	1
7.	Are accident-repeaters identified so further training can be scheduled? Not currently	2	0
8.	Do any management members receive and review all accident reports? Some are reviewed, but based on employee feedback, not all are reviewed.	2	1

X. SAFETY COMMUNICATION

(10 Points)

		Points	
		Possible	Actual
1.	Are safety awards or other forms of incentives given to deserving employees for safety achievements? At some locations, bulletin boards are used.	2	1
2.	Do you have an in-department newspaper or newsletter? There is a department newsletter	2	2
3.	Do you have a safety suggestion system? Yes, but is face to face	2	1
4.	Do you use any of the following in your safety communication program? <input type="checkbox"/> Employee-of-the-Month Program No <input type="checkbox"/> Bulletin Board Safety Displays at some locations <input type="checkbox"/> Contests None currently <input type="checkbox"/> Posters Safety posters would be a great addition to the process <input type="checkbox"/> Other (post copies of safety minutes)	2	1
5.	Are you a member of the National Safety Council, ASSE, or any other safety organizations? No If yes, please specify:	2	0

XI. OCCUPATIONAL ILLNESS ANALYSIS

(22 Points)

		Points	
		Possible	Actual
1.	<p>Can you identify any potential health hazards in your department?</p> <p>X <input type="checkbox"/> Noise</p> <p>X <input type="checkbox"/> Chemicals/Solvents</p> <p>X <input type="checkbox"/> Respiratory Exposure</p> <p>N/A <input type="checkbox"/> Confined spaces</p> <p>N/A <input type="checkbox"/> Excavations N/A</p> <p>N/A <input type="checkbox"/> Heat Stress</p> <p><input type="checkbox"/> Other (specify)</p>	2	2
2.	<p>Does your department perform periodic industrial hygiene tests for these hazards? At some of the locations IH testing has been completed. Mainly for indoor air quality</p>	2	2
3.	<p>Have steps been taken to address exposures identified as needing attention by the industrial hygiene tests? No issues have been found</p> <p>If yes, please describe:</p>	2	2
4.	<p>Does your department maintain a file for records of industrial hygiene tests for known employee exposures? Yes</p>	2	2
5a.	<p>Are any employees or group of employees given health examinations due to potential exposures to any suspected or confirmed health hazards such as hearing or respiratory?</p> <p>If yes, what type of examination? Medical evaluation for respiratory protection</p>	2	2
5b.	<p>Is their record documented? Yes</p>	2	2
5c.	<p>Are the employees advised of the results of such examination? Yes</p>	2	2
5d.	<p>Is this activity tracked to assure all employees are examined annually, who are required? Yes</p>	2	2
6.	<p>What types of personal protective equipment are required at your department?</p> <p>X Safety Shoes</p> <p>X Safety Glasses</p> <p>X Face Shields in the lab</p> <p>X Gloves</p> <p>X Specialized Clothing</p> <p>X Respirators</p> <p><input type="checkbox"/> Other</p>	2	2
7.	<p>Are training programs in place for the above-checked personal protective equipment? Yes but could be better. A written PPE assessment would be good and safety glasses in the labs at all times would be an improvement</p>	2	1
8.	<p>Is a disciplinary system used to enforce the use of personal protective equipment? No</p>	2	0

XIII. OSHA STANDARDS /BEST PRACTICES

(52 Points)

					Points	
					Possible	Actual
1.	Hazard Communication Standard					
	Have the following elements been completed?					
	<input type="checkbox"/> Chemical Inventory	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Material Safety Data Sheets (MSDS's)	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Employee Training	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Written Program	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Labeling	0 pts	1 pt	2 pts	2	2
2.	Lockout/Tagout Standard					
	Have the following elements been completed?					
	<input type="checkbox"/> Written program for isolating energy	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Use of lockout/tagout devices	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Periodic inspections	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Training	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Machine Specific Process	0 pts	1 pt	2 pts	2	N/A
3.	Confined Space Standard					
	Have the following elements been completed?					
	<input type="checkbox"/> Identification of confined spaces and inventory	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Determinants of Permit system	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Periodic inspections	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Atmospheric testing/Equipment	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> PPE and emergency response plan	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Training (Entrants, Attendants and Supervisors)	0 pts	1 pt	2 pts	2	N/A
4.	Blood borne Pathogens					
	Have the following elements been completed?					
	<input type="checkbox"/> Exposure Control Plan	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Communicating Hazards to Employees (training)	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Preventive Measures	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Methods of Control	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Exposure Incident Plan	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Exposure Determination	0 pts	1 pt	2 pts	2	2

XIII. OSHA STANDARDS/BEST PRACTICES

(52 Points)

					Points	
					Possible	Actual
5.	Hearing Conservation					
	Have the following elements been completed?					
	<input type="checkbox"/> Monitoring and recordkeeping	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Administrative controls or PPE	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Audiometric testing	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Posting of Standard	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Written Program	0 pts	1 pt	2 pts	2	N/A
6.	Machine Guarding					
	Have the following elements been completed?					
	<input type="checkbox"/> Are guards in place?	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Are employees trained not to use equipment without guards?	0 pts	1 pt	2 pts		2
					2	
	<input type="checkbox"/> Is training being conducted?	0 pts	1 pt	2 pts	2	1
7.	Ergonomics					
	Have the following elements been completed?					
	<input type="checkbox"/> Policy Statement	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Ergonomic Committee	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Medical Management	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Ergonomic Analysis of Risk Factors	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Education and Training	0 pts	1 pt	2 pts	2	N/A
8.	Laboratory Standard					
	Have the following elements been completed?					
	<input type="checkbox"/> Policy	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Training	0 pts	1 pt	2 pts	2	2
	<input type="checkbox"/> Hazard Assessment	0 pts	1 pt	2 pts	2	2

XIII. BEST PRACTICES/OSHA STANDARDS

(52 Points)

						Points	
						Possible	Actual
9.	Process Safety Management						
	Have the following elements been completed?						
	<input type="checkbox"/> Materials Identified	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Formal Program	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Process Hazard Analyses	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Operating Procedures	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Emergency Plans	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Training	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Contractor Awareness	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Pre-start-up Safety Reviews	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Work Permit System	0 pts	1 pt	2 pts	2	N/A	
10.	Personal Protective Equipment						
	Have the following elements been completed?						
	<input type="checkbox"/> Hazard Assessment – updated annually	0 pts	1 pt	2 pts	2	1	
	<input type="checkbox"/> Training	0 pts	1 pt	2 pts	2	1	
11.	Respiratory Protection						
	Have the following elements been completed?						
	<input type="checkbox"/> Identification of Substances as Hazardous Exposures	0 pts	1 pt	2 pts	2	1	
	<input type="checkbox"/> Respiratory Selection	0 pts	1 pt	2 pts	2	1	
	<input type="checkbox"/> Health Evaluation and Surveillance	0 pts	1 pt	2 pts	2	1	
	<input type="checkbox"/> Employee Training	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Fit Testing	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Respiratory Cleaning, Maintenance and Storage	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Respiratory Program Evaluation	0 pts	1 pt	2 pts	2	1	

XIII. BEST PRACTICES/OSHA STANDARDS

(52 Points)

				Points		
				Possible	Actual	
12.	Electrical Safety-related Work Practices					
	Have the following elements been completed?					
	<input type="checkbox"/> Training	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Use of Personal Protective Equipment	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Protective Tools	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Written Program	0 pts	1 pt	2 pts	2	N/A
13.	HAZWOPER (Hazardous Waste Operations)					
	Have the following elements been completed?					
	<input type="checkbox"/> A Written Program	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Employee Training	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Communication	0 pts	1 pt	2 pts	2	N/A
	<input type="checkbox"/> Documentation	0 pts	1 pt	2 pts	2	N/A

XIV. MOTOR VEHICLES

(16 Points)

		Points	
		Possible	Actual
1.	Please indicate your total vehicle count Owned <u>235</u>	2	2
2.	Do employees drive company vehicles home at night? Some do	2	2
3.	Is a written procedure in place to verify the current status of the driver's license of each employee who has access to company owned/leased vehicles?	2	2
4.	Do you perform an annual review of the driving record of those employees who have access to company owned/leased vehicles?	2	2
5.	Have all employees at your department been informed that owned/leased vehicles are only to be used for authorized company activity and/or according to personal use guidelines?	2	2
6.	Are monthly safety inspections performed on all company owned/leased vehicles? Depends on location	2	1
7.	Are employees required to use safety belts while driving company owned/leased vehicles? Yes	2	2
8.	Do you require all drivers to take defensive driving course when assigned driving duties and require refresher training every 3 years for accident free driver and as remediation post accident?	2	2

**City of Houston
Health and Safety
Program Evaluation**

for

Houston Department of Health and
Human Services



Prepared By:
Scott B. Lassila, CSP, CSM, APS
Aon Global Risk Consulting

CONFIDENTIAL AND PRIVILEGED

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EVALUATION STATEMENT

The purpose of the Health and Safety Program evaluation is to provide a basis for each department to establish or reinforce its own program.

Loss prevention is a key ingredient in your overall risk control program. Being able to identify hazards unique to your department will enable you to build your program with the ultimate goal of reducing the costs and frequency associated with occupational injuries.

Completion of this program will indicate those strong areas of your health and safety program and will also show those areas that need additional attention to make your program complete.

This Aon Global Risk Consulting's (AGRC) evaluation is purely advisory and intended to assist our clients in health and safety procedures. The adoption and implementation of changes is the responsibility of the client. Observations of AGRC are based on practices and conditions observed, and information provided at the time of our visit. They do not imply or guarantee compliance with local, state or federal regulations applicable to such practices and/or conditions.

SCORING

The scoring of the health and safety evaluation profile is based on a percentage scale. The scale is zero to two, with zero being the lowest possible score and two being the highest. The zero represents the range of zero to forty-nine percent or none complete. The one represents a score between the fifty and ninety-ninth percent. The two represents a score of one hundred percent or exceptionally done.

All Aon Global Risk Consulting' inspections, reports and recommendations are purely advisory and for the purpose of assisting clients and in risk control and safety procedures. Observations and recommendations are the result of practices and conditions observed and information made available to us at the time of our visit and do not purport to refer to or guarantee compliance with local, state or federal regulations which may be applicable to such practice and conditions. This report should not be considered a definitive listing of all existing hazards nor an absolute solution to all indicated hazards. No responsibility for the implementation, management and operation of risk control and safety procedures is assumed by Aon.

EVALUATION DATA SHEET

Date Evaluated:	March 30 and 31, 2009
Department/Location Name and Address:	Houston Health and Human Services 8000 North Stadium Drive Houston, Texas 77054
Present Employee Count:	Approximately 1300
Contact's Name:	Dana Doan
Contact's Title:	Safety Supervisor
Contact's Phone:	713-837-9303
Evaluation Performed By:	Scott B. Lassila, CSP, CSM, APS

HEALTH AND SAFETY PROGRAM EVALUATION PROFILE

Description	Elements	Possible Points	Actual Points	Score %
I. Management Support and Leadership	10	28	14	50
II. Medical Programs	8	20	17	85
III. Accident Recording System	4	14	5	36
IV. Employee Orientation	5	12	5	42
V. Department Supervision	7	18	7	39
VI. Safety Committees	7	14	9	64
VII. Specialized Training	3	32	16	50
VIII. Accident Investigation	8	18	9	50
IX. Department Hazard Evaluation	9	24	17	71
X. Safety Communication	5	10	5	50
XI. Occupational Illness Analysis	8	22	19	86
XII. Emergency Preparedness	12	36	34	94
XIII. OSHA Standards	13	52	43	83
XIV. Motor Vehicles	7	16	15	94
TOTALS	106	316	215	68%

MANAGEMENT SUPPORT AND LEADERSHIP

(28 Points)

		Points	
		Possible	Actual
1.	Does the department have a published safety policy? Yes there is a policy, but some departments members were not aware of it or where is was located	2	1
2.	Is it signed by a member of top management? Yes, signed by the director	2	2
3a.	Is there a full-time or part-time person responsible for safety? The HR department has assigned a safety coordinator to the departments and some locations had a safety person, but not all locations had knowledgeable safety folks assigned to head the efforts. If part-time, what other duties does this person have? Depends on the location	2	1
4.	How frequently does the senior leadership, manager, director, etc., perform safety inspections at your location? Based on the survey, no safety surveys are currently being completed by the senior leadership Monthly (2 pts.), Quarterly (1 pt.) or Less than Quarterly (0 pts)	2	0
5a.	Is there a Department Safety Committee? It depends on the location. Some locations have a safety committee and some do not	2	1
5b.	If yes, how often do they meet? Most meet quarterly Monthly (2 pts.), Quarterly. (1 pt), or Less than Quarterly (0 pts)	2	1
5c.	Are any of the top management officials members of the safety committee? Form my employee focus groups no senior leadership is involved in the safety committees.	2	1
5d.	Is the committee task driven? i.e. find way to improve processes ? In some cases	2	1
6a.	Does top management receive reports on safety performance activity? Yes, but industry best practices are not followed. Frequency rates, severity rates are not calculated for each location and the employees are interested in seeing statistics for their locations within the department.	2	1
6b.	How often? Ongoing from the COH HR department Monthly (2 pts.), Quarterly (1 pt) or Less than Quarterly (0 pts)	2	1
7.	Does top management visibly display their support for the safety program? Yes Briefly explain: There is support at the top, but it needs to be conveyed to the employees in the field during staff meetings, communications, emails etc.	2	1
8.	Are there written standards concerning what management's responsibility should be in relationship to the safety/loss control program? Yes/No, but based on the employee interviews some of the management know their responsibilities and others did not know if it was spelled out or where it could be found.	2	1
9.	Is safety/loss control accountability clearly defined in job descriptions of management personnel? Based on my communication with the supervisors, I am not sure if safety is a part of the job descriptions or if the safety responsibilities are spelled out.	2	1
10.	Have all responsible individuals been provided a copy of this, and are they held accountable? Accountability and communications seems to be a problem in some locations.	2	1

II. MEDICAL PROGRAM

(20 Points)

	Points	
	Possible	Actual
1. Are prospective employees given a post-offer health examination? No	2	0
2. Do you have an RN/LPN on duty? Yes at the clinics	2	2
3. Have any supervisors/employees received certified first aid training? Yes If yes, how many? Several are trained at each location and AED training is done too.	2	2
4a. Have first aid facilities been established by a medical doctor and/or hospital/clinic? Yes	2	2
4b. Have standing orders been provided and issued to the RN or LPN? Yes, to get injured employees back to work	2	2
5. Is access to first aid supplies controlled and a first aid log maintained? Yes, but most locations do not have a log	2	1
6. Are first aid supplies updated as to their shelf life? Most locations update their own supplies	2	2
7. Are the services of a medical doctor retained? Concentra	2	2
8a. Are annual health examinations given to any employees or employee groups? Yes, for employees that wear respirators	2	2
8b. If yes, are procedures established to ensure that all employees subject to the physical actually get one? Yes, by each location maintains those files	2	2

III. ACCIDENT RECORDING SYSTEM

(14 Points)

	Points	
	Possible	Actual
1a. Is there an injury recording system being completed? Yes, but industry best practices are not followed for maintaining statistics ie Frequency rates, severity rates	2	1
1b. Are injuries discussed with the other employees? Loss information is not communicated throughout the department s. This information will help to reduce similar accidents.	2	0
2a. Is someone in charge of the Workers' Compensation/claims program? Yes If yes, title: The HR department reports and maintains the records.	2	2
2b. Have proper claims management techniques been implemented? Yes, currently working with a TPA to help administer the claims	2	2
3a. Are frequency and severity rates computed for your department? No	2	0
3b. If yes, indicate what the most recent rates are and how often are they calculated? Unknown Monthly (2 pts), Quarterly (1 pt) or Less than Quarterly (0 pts)	2	0
4. Does top management receive periodic analysis reports? No If yes, please indicate their name(s) and title(s)? Unknown	2	0

IV. EMPLOYEE ORIENTATION

(12 Points)

		Points	
		Possible	Actual
1.	Is there a formal safety orientation program for new employees? Yes at the HR department downtown. The orientation at each bureau varies dramatically. I feel that the orientation process could be streamlined and be made more effective.	2	1
2.	Is a specific individual responsible for new employee safety orientation? Varies by locations Title:	2	1
3a.	Is there a published booklet listing established safety rules and regulations? Not by location to the best of my knowledge. One could not be produced	2	1
3b.	Is this booklet reviewed with all new employees (including office and shop) during orientation? No, but some locations have developed an orientation outline.	2	0
4.	Do supervisory personnel have department checklists concerning particular department hazards which must be pointed out to the new employee upon her/his arrival? The labs do for the most part, clinics do hands on orientations, and the BARC does some hands on or working with a current employee.	2	1
5.	Is the new employee evaluated periodically on her/his safety performance? Depend on the locations. Some are within 30 days some are over 90 days If yes, please indicate how: within 30 days – 2 pts, 60 days- 1 pt, over 60 days - 0pts-	2	1

V. DEPARTMENT SUPERVISION

(18 Points)

	Points	
	Possible	Actual
1. Have supervisory personnel ever received any formal safety/loss control training? i.e. OSHA 10 hour, 30 hour, safety leadership. I do not believe that safety leadership training has been completed and many of the folks that I spoke to were interested in that type of training. If yes, indicate subject covered and date: Unknown	2	0
2. Do supervisory personnel conduct the job training of all new employees? Yes, but varies by location. Many of the supervisors do, but some past this task off to other employees in the department	2	1
3. Do supervisory personnel use an employee contact program or five-minute safety talks to communicate safety to employees? Yes, but I do not think they are consistent	2	1
4a. Are supervisory personnel required to make periodic hazard identification inspections of their department? Some of the locations do a monthly walk through of the facility and some do not. Most are informal with no write ups on the findings. Documentation should be maintained	2	1
4b. If yes, how frequently is this done? Depends on the location, but should be done monthly Monthly (2 pts), Quarterly (1 pt), or Less than Quarterly (0 pts)	2	1
5a. Is a written report made of their inspection findings? Problems are written up and are sent to Building Maintenance department, but are slow to get things fixed. If yes, to whom: Building Maintenance	2	1
5b. Is the inspection followed up routinely? Depends on the location.	2	1
6. Are staff supervisors evaluated and held accountable for their department safety performance? No, currently safety performance is not part of the review process. If yes, how:	2	0
7. Have supervisory personnel been trained in how to investigate accidents and make meaningful reports? Based on my findings, the supervisors have been told how to fill out the accident reports, but no training has been completed.	2	1

VI. SAFETY COMMITTEES

(14 Points)

	Points	
	Possible	Actual
1. Do you presently have any active safety committees at your department? Depends on the location If no, please indicate if there ever has been and why it was disbanded:	2	1
2. What types of safety committees are presently active at your department? Group Safety Committee is in place at some locations, but they are not task driven	2	1
3. Are minutes taken and distributed for each safety committee meeting? Yes for the locations that have the committees	2	1
4. Can employees volunteer to serve on the safety committee? Yes and are encouraged	2	2
5. Are safety committee members rotated on/off on a regular basis? Yes	2	2
6. Can you list some of the accomplishments of the safety committee for the past year? Some of the locations had improved safety performance, implemented a first aid supplies process	2	1
7. Are goals established for the safety committee? No goals are set	2	1

VII. SPECIALIZED TRAINING

(24 Points)

				Points	
				Possible	Actual
1.	Has an inventory been made of job procedures to determine those with high risk potential requiring special training? Yes, but depends on the location			2	1
2.	What types of safety training are given at your department?				
	<input type="checkbox"/> Safe Lifting/Back injury prevention	0 pts	1 pt 2 pts	2	1
	<input type="checkbox"/> Training on Equipment used	0 pts	1 pt 2 pts	2	1
	<input type="checkbox"/> Employee Fire extinguisher	0 pts	1 pt 2 pts	2	1
	<input type="checkbox"/> Hazard Communication	0 pts	1 pt 2 pts	2	1
	<input type="checkbox"/> Accident Investigation	0 pts	1 pt 2 pts	2	1
	<input type="checkbox"/> Lockout/Tagout	0 pts	1 pt 2 pts	2	1
	<input type="checkbox"/> First Aid/CPR	0 pts	1 pt 2 pts	2	2
	<input type="checkbox"/> Personal Protective Equipment	0 pts	1 pt 2 pts	2	1
	<input type="checkbox"/> Emergency Evacuations	0 pts	1 pt 2 pts	2	2
	<input type="checkbox"/> Blood borne Pathogens	0 pts	1 pt 2 pts	2	2
	<input type="checkbox"/> Defensive Driving	0 pts	1 pt 2 pts	2	2

VIII. ACCIDENT INVESTIGATION

(18 Points)

	Points	
	Possible	Actual
1. Do you have an accident investigation procedure? Yes there is a procedure posted on the intranet	2	2
2. Are supervisors held accountable for the investigation of on-the-job accidents? Yes	2	2
3. Is follow-up made to ensure that causes of accidents are correctly identified and that corrective action has been taken? Based on my findings it is usually documented, but depending on the location may not be followed up on to insure it was corrected If yes, who is responsible: Depends on location, but should go to the safety office.	2	1
4. Has a system been set up to investigate and correct situations which almost or could have caused an accident (near misses)? Yes but depends on the locations	2	1
5a. Does the safety committee help investigate or reviewing on-the-job accidents? Some of the committees do review the accidents in their meetings.	2	1
5b. Are loss trends identified and acted upon? During the employee interviews I was told that loss trend information is not conveyed to them	2	0
6. Is there an active job safety analysis (JSA) program at your department? Some of the locations have SOP's	2	1
7. Are accident-repeaters identified so further training can be scheduled? Not currently	2	0
8. Do any management members receive and review all accident reports? Some are reviewed, but based on employee feedback, not all are reviewed.	2	1

X. SAFETY COMMUNICATION

(10 Points)

	Points	
	Possible	Actual
1. Are safety awards or other forms of incentives given to deserving employees for safety achievements? At some locations, bulletin boards are used.	2	1
2. Do you have an in-department newspaper or newsletter? There is a department newsletter	2	2
3. Do you have a safety suggestion system? Yes, but is face to face	2	1
4. Do you use any of the following in your safety communication program? <input type="checkbox"/> Employee-of-the-Month Program No <input type="checkbox"/> Bulletin Board Safety Displays at some locations <input type="checkbox"/> Contests None currently <input type="checkbox"/> Posters Safety posters would be a great addition to the process <input type="checkbox"/> Other (post copies of safety minutes)	2	1
5. Are you a member of the National Safety Council, ASSE, or any other safety organizations? No If yes, please specify:	2	0

XI. OCCUPATIONAL ILLNESS ANALYSIS

(22 Points)

		Points	
		Possible	Actual
1.	<p>Can you identify any potential health hazards in your department?</p> <p>X <input type="checkbox"/> Noise</p> <p>X <input type="checkbox"/> Chemicals/Solvents</p> <p>X <input type="checkbox"/> Respiratory Exposure</p> <p>N/A <input type="checkbox"/> Confined spaces</p> <p>N/A <input type="checkbox"/> Excavations N/A</p> <p>N/A <input type="checkbox"/> Heat Stress</p> <p><input type="checkbox"/> Other (specify)</p>	2	2
2.	<p>Does your department perform periodic industrial hygiene tests for these hazards? At some of the locations IH testing has been completed. Mainly for indoor air quality</p>	2	2
3.	<p>Have steps been taken to address exposures identified as needing attention by the industrial hygiene tests? No issues have been found</p> <p>If yes, please describe:</p>	2	2
4.	<p>Does your department maintain a file for records of industrial hygiene tests for known employee exposures? Yes</p>	2	2
5a.	<p>Are any employees or group of employees given health examinations due to potential exposures to any suspected or confirmed health hazards such as hearing or respiratory?</p> <p>If yes, what type of examination? Medical evaluation for respiratory protection</p>	2	2
5b.	<p>Is their record documented? Yes</p>	2	2
5c.	<p>Are the employees advised of the results of such examination? Yes</p>	2	2
5d.	<p>Is this activity tracked to assure all employees are examined annually, who are required? Yes</p>	2	2
6.	<p>What types of personal protective equipment are required at your department?</p> <p>X Safety Shoes</p> <p>X Safety Glasses</p> <p>X Face Shields in the lab</p> <p>X Gloves</p> <p>X Specialized Clothing</p> <p>X Respirators</p> <p><input type="checkbox"/> Other</p>	2	2
7.	<p>Are training programs in place for the above-checked personal protective equipment? Yes but could be better. A written PPE assessment would be good and safety glasses in the labs at all times would be an improvement</p>	2	1
8.	<p>Is a disciplinary system used to enforce the use of personal protective equipment? No</p>	2	0

XII. EMERGENCY PREPAREDNESS

(36 Points)

	Points	
	Possible	Actual
1a. Does your department have an emergency evacuation plan? Yes	2	2
1b. Does your department have an employee evacuation plan? Yes	2	2
2. Does your department have an emergency team? Yes	2	2
3. Has the emergency team or other employees been training in the use of fire extinguishers and evacuation? Yes, hands on fire extinguisher training has not been completed	2	1
4. Do you conduct fire drills? Yes usually twice a year	2	2
5. Does the fire department conduct or assist in fire drills? Yes at some locations	2	2
6. Does your local fire department conduct periodic inspections? Yes at some locations	2	2
7. Have you posted evacuation routes for all employees to observe? Yes at every location If yes, is the plan explained to new employees by the supervisor when they are assigned to the department? It should be done, but depends on the location	2	2
8. Does your department have an emergency plan? If yes, does it cover the following:		
<input type="checkbox"/> Fire	0 pts 1 pt 2 pts	2
<input type="checkbox"/> Explosions	0 pts 1 pt 2 pts	2
<input type="checkbox"/> Tornado	0 pts 1 pt 2 pts	2
<input type="checkbox"/> Department Re-entry	0 pts 1 pt 2 pts	2
<input type="checkbox"/> Shutdown of Utilities	0 pts 1 pt 2 pts	2
<input type="checkbox"/> Hurricane	0 pts 1 pt 2 pts	2
9. Has each department supervisor in the department been provided with the emergency plan instructions? Yes	2	2
10. Has the department been provided with emergency lighting? Yes, but some locations it does not work properly	2	1
11. Is someone responsible for maintaining these emergency lights? Building maintenance If yes, name of person:	2	2
12. Are the emergency lights properly positioned to direct at aisles, routes and exits? Yes	2	2

XIII. OSHA STANDARDS /BEST PRACTICES

(52 Points)

						Points	
						Possible	Actual
1.	Hazard Communication Standard						
	Have the following elements been completed?						
	<input type="checkbox"/> Chemical Inventory	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Material Safety Data Sheets (MSDS's)	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Employee Training	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Written Program	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Labeling	0 pts	1 pt	2 pts	2	2	
2.	Lockout/Tagout Standard						
	Have the following elements been completed?						
	<input type="checkbox"/> Written program for isolating energy	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Use of lockout/tagout devices	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Periodic inspections	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Training	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Machine Specific Process	0 pts	1 pt	2 pts	2	N/A	
3.	Confined Space Standard						
	Have the following elements been completed?						
	<input type="checkbox"/> Identification of confined spaces and inventory	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Determinants of Permit system	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Periodic inspections	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Atmospheric testing/Equipment	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> PPE and emergency response plan	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Training (Entrants, Attendants and Supervisors)	0 pts	1 pt	2 pts	2	N/A	
4.	Blood borne Pathogens						
	Have the following elements been completed?						
	<input type="checkbox"/> Exposure Control Plan	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Communicating Hazards to Employees (training)	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Preventive Measures	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Methods of Control	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Exposure Incident Plan	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Exposure Determination	0 pts	1 pt	2 pts	2	2	

XIII. OSHA STANDARDS/BEST PRACTICES

(52 Points)

						Points	
						Possible	Actual
5.	Hearing Conservation						
	Have the following elements been completed?						
	<input type="checkbox"/> Monitoring and recordkeeping	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Administrative controls or PPE	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Audiometric testing	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Posting of Standard	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Written Program	0 pts	1 pt	2 pts	2	N/A	
6.	Machine Guarding						
	Have the following elements been completed?						
	<input type="checkbox"/> Are guards in place?	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Are employees trained not to use equipment without guards?	0 pts	1 pt	2 pts		2	
					2		
	<input type="checkbox"/> Is training being conducted?	0 pts	1 pt	2 pts	2	1	
7.	Ergonomics						
	Have the following elements been completed?						
	<input type="checkbox"/> Policy Statement	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Ergonomic Committee	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Medical Management	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Ergonomic Analysis of Risk Factors	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Education and Training	0 pts	1 pt	2 pts	2	N/A	
8.	Laboratory Standard						
	Have the following elements been completed?						
	<input type="checkbox"/> Policy	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Training	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Hazard Assessment	0 pts	1 pt	2 pts	2	2	

XIII. BEST PRACTICES/OSHA STANDARDS

(52 Points)

						Points	
						Possible	Actual
9.	Process Safety Management						
	Have the following elements been completed?						
	<input type="checkbox"/> Materials Identified	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Formal Program	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Process Hazard Analyses	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Operating Procedures	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Emergency Plans	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Training	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Contractor Awareness	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Pre-start-up Safety Reviews	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Work Permit System	0 pts	1 pt	2 pts	2	N/A	
10.	Personal Protective Equipment						
	Have the following elements been completed?						
	<input type="checkbox"/> Hazard Assessment – updated annually	0 pts	1 pt	2 pts	2	1	
	<input type="checkbox"/> Training	0 pts	1 pt	2 pts	2	1	
11.	Respiratory Protection						
	Have the following elements been completed?						
	<input type="checkbox"/> Identification of Substances as Hazardous Exposures	0 pts	1 pt	2 pts	2	1	
	<input type="checkbox"/> Respiratory Selection	0 pts	1 pt	2 pts	2	1	
	<input type="checkbox"/> Health Evaluation and Surveillance	0 pts	1 pt	2 pts	2	1	
	<input type="checkbox"/> Employee Training	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Fit Testing	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Respiratory Cleaning, Maintenance and Storage	0 pts	1 pt	2 pts	2	2	
	<input type="checkbox"/> Respiratory Program Evaluation	0 pts	1 pt	2 pts	2	1	

XIII. BEST PRACTICES/OSHA STANDARDS

(52 Points)

						Points	
						Possible	Actual
12.	Electrical Safety-related Work Practices						
	Have the following elements been completed?						
	<input type="checkbox"/> Training	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Use of Personal Protective Equipment	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Protective Tools	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Written Program	0 pts	1 pt	2 pts	2	N/A	
13.	HAZWOPER (Hazardous Waste Operations)						
	Have the following elements been completed?						
	<input type="checkbox"/> A Written Program	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Employee Training	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Communication	0 pts	1 pt	2 pts	2	N/A	
	<input type="checkbox"/> Documentation	0 pts	1 pt	2 pts	2	N/A	

XIV. MOTOR VEHICLES

(16 Points)

	Points	
	Possible	Actual
1. Please indicate your total vehicle count Owned <u>235</u>	2	2
2. Do employees drive company vehicles home at night? Some do	2	2
3. Is a written procedure in place to verify the current status of the driver's license of each employee who has access to company owned/leased vehicles?	2	2
4. Do you perform an annual review of the driving record of those employees who have access to company owned/leased vehicles?	2	2
5. Have all employees at your department been informed that owned/leased vehicles are only to be used for authorized company activity and/or according to personal use guidelines?	2	2
6. Are monthly safety inspections performed on all company owned/leased vehicles? Depends on location	2	1
7. Are employees required to use safety belts while driving company owned/leased vehicles? Yes	2	2
8. Do you require all drivers to take defensive driving course when assigned driving duties and require refresher training every 3 years for accident free driver and as remediation post accident?	2	2

DEPARTMENT OBSERVATIONS

Based upon my visits to several locations within the department and the focus group discussions, there are several levels of participation in the safety process. Many of the lab and clinic environments are very safety conscious, while BARC and others are practicing reactive safety more than proactive safety. Reactive safety is when the safety program is not administered in a way that promotes the safety effort. Employees are not held accountable and management has not bought into the process. Safety starts at the top of any organization. Leadership has to promote the safety effort at every meeting, they have to promote safety at every level in the department, and they have to get the employees involved in the safety process. This is the only way to drive a culture change and promote a safe environment for the employees and help reduce or eliminate accident from occurring on the job. Zero accidents and incidents are achievable and obtainable. The question is does senior leadership want to get there?

Health and Human Services is a large department and very diverse in the activities that they are involved in vary greatly, but safety can be handled in the same manner regardless of the location. In the employee focus group meetings, all of the employees were very interested in participating in the safety efforts, but it is not communicated to them or they are not asked to participate in the safety process. Many believed that there was a good safety program in place, however the program could be administered better. Some of them did not know where any of the safety information was kept or how to access the information. Supervisors and leadership have not done their part to promote the safety effort. Streamlining the process, making all of the forms available, documenting the safety efforts, and tracking performance is the key to getting more employees involved.

First and foremost the department has to define what the goals and objectives are and what needs to be done to meet those goals. Safety is everyone's responsibility and I do not believe that message has been properly conveyed to the employees. There needs to be a clear message that accidents are not acceptable and employees and supervisors should be held accountable. If an employee is injured on the job and they did not follow the Standard Operating Procedures or Job Safety Analysis, should they be held accountable? Yes, but if the supervisor never reviewed the SOP's or JSA's with the employees. Do they have some responsibility too? Yes

The next thing that needs to be done is the supervisors and employees need to be **measured** on the items that are defined. Things that are measured will usually get completed. Safety should not be measured any differently than productivity or quality. If we have employees that do inferior work or are not very productive, we coach them to get them up to speed. Safety should be handled in the same way. We coach them to get them on the right track. We help them to convey the safety message.

The last step is to reward performance. We do not reward for not having accidents. We reward for participation on the safety committees, conducting and participating in the safety meetings, keep your training up to date, helping to write JSA's or SOP's, keeping you work areas clean, doing facility audits, mentoring new employees, and helping to improve processes to name a

few. Rewards do not have to be cash, lunches, or gift certificates. They can be recognition in their work group, recognition by the director or assistant director, or a certificate to name a few. Positive reinforcement can help drive your process forward. Challenging the various locations and tracking the injury data by location can help to create some friendly competition plus can help to identify what locations need additional help. Industry best practices include tracking frequency rates, severity rates, and workers comp cost per payroll dollar to name a few. Olen could assist you with developing the matrix to track you information.

Employee orientation and training is a key component to your safety process. During the survey many employees were interviewed and this was an area of concern that kept coming up. The general orientation for the new employees is well received, but once the employee is assigned to a location the orientation process is very different. Some locations orientate their employees well and some do not. I suggest developing a new employee safety orientation checklist that the supervisor could use while orientating on the local safety issues, hazards, concerns, and effort. The checklist is a great tool to make sure that nothing is missed during the orientation process. You need make sure that the employee signs off or initials the document to show that they received the orientation.

Supervision plays a very important part in the safety process. The supervisors that I spoke to during my surveys had varying levels of safety experience. Some had no experience and one was a Certified Safety Professional (CSP) all of them mentioned that they had never been through a supervisor safety program. A good way to improve your safety efforts would be to provide better training for your supervisors on the safety program, what hazards to look for and what they can do to increase awareness with the employees. This effort will help them to be better leaders in the safety effort and make them more aware of what they need to look for at their locations.

Safety Committees play a vital role in improving the safety efforts at a location or within the department as a whole. The safety committee should be task driven by identifying areas where safety needs to be improved and creating a corrective action plan to get those areas corrected. The committee could also be used to review accidents to determine root causes, help to keep employees aware of changes to the policies and procedures and be the sounding board for the other employees. Many of the best safety ideas come from the employees and they should be conveying these issues to the committee to work on so they can develop a plan to fix them.

Training and education at some of the locations is done really well and is documented. Some of the other locations are definitely lacking in this area. This goes back to the leadership and establishing what they need to do, when it needs to be completed, and holding them accountable to get the training and education done. There are many tools that are available on the city intranet as well as the internet to help with the training and education for the department employees. Since the department is very diverse, one size fits all training does not work. The training at each location is going to vary depending on the exposures. Develop a training matrix for each location to ensure that the employees are getting the training and education they need.

Accident investigations are very important in determining root causes, finding areas for improvement, and development of an action plan to help improve safety. If the department does not learn from their mistakes, they are likely to repeat them. Accident investigations should be formal process and not just filling out an accident report. Many of the locations are just filling out the reports. Some are doing a good job, but there is still room for improvement. Near misses should be investigated too. A near miss is nothing more than a near accident. The department should want the employees to report near misses and they should be investigated just like an accident would be investigated.

Safety communication should be frequent and accessible to the employees. Many of my clients use a bulletin board to post department and location statistic, safety meeting information, the weekly tool box talks, safety committee minutes and even safety posters. The boards help to keep up awareness and keep the employees involved in the safety process. One of the clinics I visited actually go one step further and post positive feedback on their employees and post a "star" with their name. This promotes positive feedback which helps drive safety performance.

Emergency preparedness is one of the strong points in the department and at the locations that were visited during the survey. The fire drills are conducted twice a year, each location had rally points assigned, evacuation routes were posted, and the employees were very familiar with the evacuation process. A concern that was brought up and the Stadium Drive focus group was that some of the employees were hesitant to leave their work areas unless they were threatened with a ticket. This goes back to the leadership and supervisors holding employees accountable. They have to leave during a fire drill or when the fire alarm is sounded. They have to follow the direction of the fire wardens. This has to be corrected as soon as possible and people need to be held accountable.

Motor vehicle program and policies are above average. Checking driver's licenses and defensive driving is the key to reducing accidents. Requiring defensive driving before employees are allowed to operate a city vehicle and requiring retraining for employees involved in an accident will help to reduce accidents too. I recommend tracking employees that have tickets or accident and establishing a program to exclude those individual that show at risk behavior from driving a department vehicle.

The focus groups had some interesting questions that should be posed to senior leadership. Questions and answers should be posted or communicated to the employees and staff at the various locations.

Lab and clinic:

Why are safety glasses not required in all the labs at all times?
Why is the roof access at the Braeswood lab not controlled?
Why can't the HVAC system be fixed at the main lab?
Can the autoclave be moved to reduce the smell to the employees in the main lab?
Why do some eye washes and showers not work properly?

BARC:

Why are vehicle at BARC not better maintained?
How come the communication system not operates properly at BARC?
Why are employees and supervisors not held accountable for safety?
Where is the safety manual kept and how do I get a copy?
Why are field supervisors not out in the field to assist the BARC employees?
Why do supervisors not provide safety information to employees?
Could we get additional safety training for the employees and supervisors?

Stadium Drive:

Could safety goals be defined and communicated?
Could safety information be posted for the employees to review?
Why is the biggest barrier to correcting problems always money?
Why are employees and supervisors not held accountable?
Why does it take so long for the facilities group to make repairs that are identified?
What are management's priorities in regards to safety?