City of Houston Health and Safety Program Evaluation

for

Houston Emergency Center

April 6, 2009

Prepared By:
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TABLE OF CONTENTS

Executive Summary/Field Observations

Evaluation Statement

Scoring

Evaluation Data Sheet

Health and Safety Program Evaluation Profile

Audit Questionnaire

I. Management Support and Leadership

II. Medical Program

III. Accident Recording System

IV. Employee Orientation

V. Department Supervision

VI. Safety Committees

VII. Specialized Training

VIII. Accident Investigation

IX. Department Hazard Evaluation

X. Safety Communication

XI. Occupational Illness Analysis

XII. Emergency Preparedness

XIII. OSHA/ Best Practice Standards

XIV. Motor Vehicles

Executive Summary/Field Observations

Management support and leadership at this location is good, but there are opportunities for improvement. Employees are aware that part of their performance reviews are based on safety, but the communications and follow up with the employees is lacking. In the focus groups, it was revealed that the employees were very interested in participating in the safety process and getting involved in helping to improve the safety culture for the better. Most organizations look to engage employees willing to participate in the safety process or on a safety committee. I recommend you try to use the ones that want to help.

The training for new employees is good. The new employees are trained on the equipment that they use and the policies and procedures are reviewed. However, in the focus groups many of the employees voiced a concern that retraining is not done with the current employees on a regular basis. As I suggested during the closing conference, it would be a good idea to provide safety topics once a week after roll call or after other group employee meetings to keep awareness up and to keep the employees thinking about safety. Good safety communication is a best practice in any safety effort. Keeping the employees informed, aware of hazards and what they should be looking for on the job will help create a safe work environment for all the employees at HEC.

Accident investigations are currently done by the HR safety department and reviewed by Robert Taylor. I suggest that a joint effort be made to investigate the accidents as a team to help determine the root cause. Supervisors should also be involved in this process to help with the investigation and to provide cross training opportunities. If supervisors assist with the investigation, they will be made more aware of potential hazards and more apt to point out or get hazards fixed before an injury occurs.

A safety committee currently does not exist. I recommend asking for volunteers to help with the formation of a safety committee. The committee can assist with the safety efforts, participate in the accident investigations, review claims, and help to develop corrective action items in need of attention. The safety committee should be task driven and focus on things that are going to benefit the location.

Inspections are currently done on a daily basis by Robert as he walks the facility. Robert is very diligent to identify problem areas and to get the local "on site" folks to correct the problems as soon as possible. Since no formal inspection forms are filled out, it is hard to identify trends that may be occurring. Documentation of formal self inspections should be required to identify areas that are consistently in need of attention.

A review of the claims shows that the largest loss driver for this location is slips and falls. Many of these are related to employees walking on wet floors due to mopping or cleaning by the maintenance staff. Local management has taken steps to reduce these hazards by not allowing employees in bathrooms when they are being mopped, closing the area off, making the employees more aware of the hazards, and using more signage to identify the hazards. The second largest loss driver is repetitive motion claims. There has been a reduction in the number of these claims due in part to the system changes that have occurred. The computer system is

set up to the "point and click" method which has reduced the amount of typing that has to be done by the employees when taking emergency calls.

This is a well maintained facility and a great deal of effort is put into maintaining the facility. The outside maintenance staff does a great job in keeping the facility neat, clean and orderly. If employees have suggestions on how to improve the safety efforts, management is very open to those suggestions and tries to implements them. A good case in point is the speed bumps in the parking lot that were the result of employee suggestions. Since there are several departments working at this one location, I would suggest keeping all of the people working at this location involved in the safety effort by posting information on a community bulletin board for all the employees to see. The safety effort should not stop because the employees are not part of the HEC.

Recommendations:

Use industry best practices to compute frequency rates and severity rates for the department to help determine a baseline and to assist in tracking improvement in the department.

Evaluate the employee's safety performance after 30 days instead of waiting for the 5 month and 11 month reviews. Unsafe behaviors should be addressed as soon as possible.

A safety committee of the employees should be assembled to assist in the safety effort. A safety committee is a great tool to allow employees to get involved in the safety process, drive the safety process, review accidents, review corrective actions, and help create a proactive safety environment. Employees are willing to participate and voiced interest in the focus groups.

Formal inspections of the facility should be completed to help document any problem areas and to determine if corrective action is being taken. Formal reports are also useful in fostering accountability for the employees that need to make the corrections.

Safety meetings should be a part of every staff meeting or roll call to keep the employees thinking about the safety efforts and to help drive culture change in the department.

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 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 Aon Global Risk Consulting 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 insureds 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:	April 6, 2009
Department/Location Name and Address:	Houston Emergency Center 5320 North Shepherd Drive Houston, Texas 77091
Present Employee Count:	Approximately 458 between all departments/shifts
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	20	100
II. Medical Programs	8	18	18	100
III. Accident Recording System	4	14	12	86
IV. Employee Orientation	5	12	11	92
V. Department Supervision	7	18	14	78
VI. Safety Committees	7	14	0	0
VII. Specialized Training	3	20	18	90
VIII. Accident Investigation	8	18	12	67
IX. Department Hazard Evaluation	9	24	20	83
X. Safety Communication	5	10	4	40
XI. Occupational Illness Analysis	8	2	2	100
XII. Emergency Preparedness	12	36	34	94
XIII. OSHA / Best Practice Standards	13	52	47	90
XIV. Motor Vehicles	8	16	15	94
TOTALS	106	282	227	**80%**

I. MANAGEMENT SUPPORT AND LEADERSHIP (28 Points)

		Points	
		Possible	Actual
1.	Does the department have a published safety policy? Yes, there is a policy in place	2	2
2.	Is it signed by a member of top management? Yes, by David Cutler the Director	2	2
3a.	Is there a full-time or part-time person responsible for safety? Part-time, Robert Taylor If part-time, what other duties does this person have? Employee relations, drug testing, council, etc.	2	2
4.	How frequently does the senior leadership, manager, director, etc., perform safety inspections at your location? Leadership does daily walk throughs of the facility Monthly (2 pts.), Quarterly (1 pt.) or Less than Quarterly (0 pts)	2	2
5a.	Is there a Department Safety Committee? There is currently no committee, but a leadership team works on safety issues	2	2
5b.	If yes, how often do they meet? Monthly Monthly (2 pts.), Quarterly. (1 pt), or Less than Quarterly (0 pts)	2	2
5c.	Are any of the top management members of the safety committee? Yes, the senior leadership at HEC	2	2
5d.	Is the committee task driving? i.e. find way to improve processes Yes	2	2
6a.	Does top management receive reports on safety performance activity? Yes, from HR and internal reports completed by Robert Taylor	2	2
6b.	How often? Monthly (2 pts.), Quarterly (1 pt) or Less than Quarterly (0 pts)	2	2
7.	Does top management visibly display their support for the safety program? Yes Briefly explain: By rewarding the employees via luncheons, communications, etc.	2	2
8.	Are there written standards concerning what management's responsibility should be in relationship to the safety/loss control program? Yes, and the information is conveyed to the employees by Robert Taylor	2	2
9.	Is safety/loss control accountability clearly defined in job descriptions of management personnel? Yes, responsibilities are defined	2	2
10.	Have all responsible individuals been provided a copy of this, and are they held accountable? Yes, and it has been documented	2	2

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	2	N/A
2.	Do you have an RN/LPN on duty? No, but standing orders are in place at Memorial Southwest	2	2
3.	Have any supervisors/employees received certified first aid training? Yes If yes, how many? When does the certification expire? Many of the officers and fire department personnel are certified and are required to keep certifications up to date.	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, with the hospital	2	2
5.	Is access to first aid supplies controlled and a first aid log maintained? Supplies are controlled, but no logs are currently maintained as to how supplies are used	2	2
6.	Are first aid supplies updated as to their shelf life? Yes	2	2
7.	Are the services of a medical doctor retained? Yes, at Memorial Hospital with standing orders	2	2
8a.	Are annual health examinations given to any employees or employee groups? Yes, when hired	2	2
8b.	If yes, are procedures established to ensure that all employees subject to the physical actually get one? Yes, for all the new hires	2	2

III. ACCIDENT RECORDING SYSTEM (14 Points)

		Points	
		Possible	Actual
1a.	Is there an injury recording system being completed? Yes, the supervisor will fill out the report, HR/Safety will do the investigation, and the reports are compared by senior leaders	2	2
1b.	Are injuries discussed with the other employees? Yes, accidents are reviews in staff meetings	2	2
2a.	Is someone in charge of the Workers' Compensation/claims program? Yes If yes, title: Robert Taylor oversees the process	2	2
2b.	Have proper claims management techniques been implemented? Yes, the process is managed in HR and locally by Robert Taylor	2	2
3a.	Are frequency and severity rates computed for your department? Yes, but in a different format than national best practices	2	1
3b.	If yes, indicate what the most recent rates are and how often are they calculated? Quarterly Monthly (2 pts), Quarterly (1 pt) or Less than Quarterly (0 pts)	2	1
4.	Does top management receive periodic analysis reports? Yes If yes, please indicate their name(s) and title(s)? David Cutter, Director	2	2

IV. EMPLOYEE ORIENTATION (12 Points)

		Points	
		Possible	Actual
1.	Is there a formal safety orientation program for new employees? Yes, new employees are orientated downtown by HR and then on site by the local trainers for 5-6 hours on the processes, policies and procedures and on the job training for up to 6-8 weeks.	2	2
2.	Is a specific individual responsible for new employee safety orientation? Yes, there is a coordinator, but training is spread among several people who are subject matter experts	2	2
3a.	Is there a published booklet listing established safety rules and regulations? Yes	2	2
3b.	Is this booklet reviewed with all new employees (including office and shop) during orientation? Yes	2	2
4.	Do supervisory personnel have department checklists concerning particular department hazards which must be pointed out to the new employee upon her/his arrival?	2	2
5.	Is the new employee evaluated periodically on her/his safety performance? Yes If yes, please indicate how: There is a written review done at 5 months and 11 months. Safety reviews should occur within 30 days to see if the employee had and questions related to the locations safety program.	2	1

V. DEPARTMENT SUPERVISION (18 Points)

		Points	
		Possible	Actual
1.	Have supervisory personnel ever received any formal safety/loss control training? No, leadership training or safety management training has not been completed, but training on safety expectations, accident reporting, and hazard awareness is part of the process. Safety leadership training would be well received by the supervisors and requested during the focus group meetings.	2	1
2.	Do supervisory personnel conduct the job training of all new employees? Yes, but specific training is assigned to specific individuals.	2	2
3.	Do supervisory personnel use an employee contact program or five-minute safety talks to communicate safety to employees? No, safety talks are currently not being conducted	2	0
4a.	Are supervisory personnel required to make periodic hazard identification inspections of their department? Yes, daily at the shift changes	2	2
4b.	If yes, how frequently is this done? Monthly (2 pts), Quarterly (1 pt), or Less than Quarterly (0 pts)	2	2
5a.	Is a written report made of their inspection findings? Yes If yes, to whom: Robert Taylor takes those reports, but corrective action is usually done immediately if possible.	2	2
5b.	Is the inspection followed up routinely? Yes, if necessary by Robert Taylor	2	2
6.	Are staff supervisors evaluated and held accountable for their department safety performance? Yes If yes, how: It is part of their overall performance review	2	2
7.	Have supervisory personnel been trained in how to investigate accidents and make meaningful reports? No, Supervisors fill out the accident report, but James is responsible for doing the accident investigation. Supervisors should be trained on accident investigation and could be a good resource for investigating accidents at the facility.	2	1

VI. SAFETY COMMITTEES

(14 Points)

	Points	
	Possible	**Actual**
1. Do you presently have any active safety committees at your department? No If no, please indicate if there ever has been and why it was disbanded: None in place	2	0
2. What types of safety committees are presently active at your department? No ☐ Executive Safety Committee for senior management No ☐ Departmental Safety Committee No ☐ Group Safety Committee No ☐ Management/Employee Safety Committee ☐ Other (explain briefly)	2	0
3. Are minutes taken and distributed for each safety committee meeting? No	2	0
4. Can employees volunteer to serve on the safety committee? No	2	0
5. Are safety committee members rotated on/off on a regular basis? No	2	0
6. Can you list some of the accomplishments of the safety committee for the past year? No	2	0
7. Are goals established for the safety committee? No	2	0

VII. SPECIALIZED TRAINING

(20 Points)

				Points	
				Possible	Actual
1.	Has an inventory been made of job procedures to determine those with high risk potential requiring special training? Yes			2	2
2.	What types of safety training are given at your department?				
	X ☐ Pallet Jacks and dollies	0 pts	1pt 2 pts	2	2
	X ☐ Lifting	0 pts	1 pt 2 pts	2	2
	☐ Hoist Safety	0 pts	1 pt 2 pts	2	N/A
	X ☐ Employee Fire Extinguisher	0 pts	1 pt 2 pts	2	2
	☐ Confined Space	0 pts	1 pt 2 pts	2	N/A
	X ☐ Hazard Communication	0 pts	1 pt 2 pts	2	2
	☐ Accident Investigation	0 pts	1 pt 2 pts	2	0
	☐ Lockout/Tagout	0 pts	1 pt 2 pts	2	N/A
	X ☐ First Aid/CPR	0 pts	1 pt 2 pts	2	2
	X ☐ Personal Protective Equipment	0 pts	1 pt 2 pts	2	2
	X ☐ Emergency Evacuations	0 pts	1 pt 2 pts	2	2
	X ☐ Bloodborne Pathogens	0 pts	1 pt 2 pts	2	2
	☐ Hearing Conservation	0 pts	1 pt 2 pts	2	N/A

VIII. ACCIDENT INVESTIGATION (18 Points)

		Points	
		Possible	Actual
1.	Do you have an accident investigation procedure? Yes, there is a procedure in place and administered by James	2	2
2.	Are supervisors held accountable for the investigation of on-the-job accidents? No, James does the investigations for this location	2	0
3.	Is follow-up made to ensure that causes of accidents are correctly identified and that corrective action has been taken? Yes, based on the accident investigation done by James and the accident report filled out by the supervisors, corrective action will be developed If yes, who is responsible: Robert Taylor	2	2
4.	Has a system been set up to investigate and correct situations which almost or could have caused an accident (near misses)? Yes, near misses are investigated in the same way.	2	2
5a.	Does the safety committee help investigate or reviewing on-the-job accidents? No committee is in place at this time.	2	0
5b.	Are loss trends identified and acted upon? Yes, they are reviewed by Robert Taylor	2	2
6.	Is there an active job safety analysis (JSA) program at your department? There are standard operating procures from some of the task, but few written Job Safety Analysis	2	1
7.	Are accident-repeaters identified so further training can be scheduled? Yes, they are tracked, but not for retraining purposes	2	1
8.	Do any management members receive and review all accident reports? Yes, all the way to the director, David Cutler	2	2

IX. DEPARTMENT HAZARD EVALUATION (22 Points)

		Points	
		Possible	Actual
1.	Are formal department safety inspections being performed? Yes, a weekly walk through of the facility is completed by Robert Taylor. A formal checklist or documentation report would help formalize the process.	2	1
2.	How often is the department formally inspected for hazardous conditions and practices? Monthly (2 pts), Quarterly (1 pt), or Less than Quarterly (0 pts).	2	2
3.	Are supervisors, the safety committee or other responsible groups required to perform routine department safety inspections? Yes, supervisors inspect the work area on a daily basis, but no formal reports are filled out	2	1
4.	Is there a follow-up system to ensure that identified hazardous conditions have been corrected? Yes, currently findings are reported to Robert Taylor	2	2
5.	Have supervisory personnel been trained in hazard recognition? Yes, they are trained on general items to look for in the work area, but more formal training would be a plus	2	1
6.	Are employees encouraged to report hazards and make safety suggestions? Yes, there is no formal process in place, but they can report hazards to their supervisors so that corrective action can be taken	2	1
7.	Are there any special safety inspections for the following?		
	X ☐ Boilers 0 pts 1 pt 2 pts	2	2
	X ☐ Fire 0 pts 1 pt 2 pts	2	2
	X ☐ Sprinklers 0 pts 1 pt 2 pts	2	2
	X ☐ Fire extinguishers 0 pts 1 pt 2 pts	2	2
8.	Are outside contractors working on the premises required to abide by established department safety rules? Yes, they follow the city's policies as well as their own	2	2
9.	Is there a method to inform and train outside contractors of specific hazards on the premises? Yes, an outside contractor was interviewed and they are trained on "OSHA" standards by their employer before coming on site.	2	2

X. SAFETY COMMUNICATION (10 Points)

		Points	
		Possible	Actual
1.	Are safety awards or other forms of incentives given to deserving employees for safety achievements? Yes, there are some incentives, but it is in the form of luncheon or meals or part of their performance reviews and not for safety achievements.	2	1
2.	Do you have an in-department newspaper or newsletter? Yes, there is a department newsletter, but safety stats are not reported in the newsletter.	2	1
3.	Do you have a safety suggestion system? Yes, but it is not a formal one. Suggestions can be input via the kiosk system, but the employees were not aware of that system	2	1
4.	Do you use any of the following in your safety communication program? ☐ Employee-of-the-Month Program, No X ☐ Bulletin Board Safety Displays, in some areas ☐ Contests, No X ☐ Posters, some areas of the facility had posters in place, but no formal program was followed	2	1
5.	Are you a member of the National Safety Council, ASSE, or any other safety organizations? No, this location is not a member of ASSE, NSC, etc. If yes, please specify:	2	0

XI. OCCUPATIONAL ILLNESS ANALYSIS (22 Points)

		Points	
		Possible	Actual
1.	Can you identify any potential health hazards in your department? Yes, but the chemicals are the only exposure at this location ☐ Noise X ☐ Chemicals/Solvents ☐ Respiratory Exposure ☐ Confined spaces ☐ Excavations ☐ Heat Stress ☐ Other (specify)	2	2
2.	Does your department perform periodic industrial hygiene tests for these hazards? No If yes, for what substances?	2	N/A
3.	Have steps been taken to address exposures identified as needing attention by the industrial hygiene tests? No, since this is an office environment If yes, please describe:	2	N/A
4.	Does your department maintain a file for records of industrial hygiene tests for known employee exposures? No, it is not needed	2	N/A
5a.	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? No, not needed If yes, what type of examination?	2	N/A
5b.	Is their record documented? No, not required for any of the employees	2	N/A
5c.	Are the employees advised of the results of such examination? No, not required for any of the employees	2	N/A
5d.	Is this activity tracked to assure all employees are examined annually, who are required? No, not required for any of the employees	2	N/A
6.	What types of personal protective equipment are required at your department? ☐ Safety Shoes ☐ Safety Glasses ☐ Face Shields (grinding area) ☐ Hearing Protection	2	N/A
7.	Are training programs in place for the above-checked personal protective equipment? No, not required for any of the employees	2	N/A
8.	Is a disciplinary system used to enforce the use of personal protective equipment? No, not required for any of the employees	2	N/A

XII. EMERGENCY PREPAREDNESS (36 Points)

		Points	
		Possible	Actual
1a.	Does your department have an emergency evacuation plan? Yes, there is a plan in place	2	2
1b.	Does your department have an employee evacuation plan? Yes, there is an evacuation plan too.	2	2
2.	Does your department have an emergency team? Yes, there is a team in place	2	2
3.	Has the emergency team or other employees been training in the use of fire extinguishers and evacuation? Yes, the PASS method it taught	2	2
4.	Do you conduct fire drills? Yes, but not very often because the operations are 24/7/365	2	2
5.	Does your local fire department conduct or assist in fire drills? Yes, because the fire department is on site too.	2	2
6.	Does your local fire department conduct periodic inspections? No, formal inspections by the fire department are not completed.	2	0
7.	Have you posted evacuation routes for all employees to observe? Yes, routes are posted throughout the facility If yes, is the plan explained to new employees by the supervisor when they are assigned to the department? Yes, the plan is reviewed when the new hires are trained.	2	2
8.	Does your department have an emergency plan? If yes, does it cover the following:		
	X ☐ Fire 0 pts 1 pt 2 pts	2	2
	X ☐ Explosions 0 pts 1 pt 2 pts	2	2
	X ☐ Tornado 0 pts 1 pt 2 pts	2	2
	X ☐ Department Re-entry 0 pts 1 pt 2 pts	2	2
	X ☐ Shutdown of Utilities 0 pts 1 pt 2 pts	2	2
	X ☐ Hurricane 0 pts 1 pt 2 pts	2	2
9.	Has each department supervisor in the department been provided with the emergency plan instructions? Yes, supervisors and fire wardens	2	2
10.	Has the department been provided with emergency lighting? Yes, emergency lights is in all areas of the facility	2	2
11.	Is someone responsible for maintaining these emergency lights? Yes, GSD department is responsible for maintaining the lights If yes, name of person:	2	2
12.	Are the emergency lights properly positioned to direct at aisles, routes and exits? Yes, light seen during survey are positioned correctly	2	2

XIII. OSHA STANDARDS /BEST PRACTICES (52 Points)

			Points	
			Possible	Actual
1.	**Hazard Communication Standard**			
	Have the following elements been completed?			
	☐Chemical Inventory	0 pts 1 pt 2 pts	2	2
	☐Material Safety Data Sheets (MSDS's)	0 pts 1 pt 2 pts	2	2
	☐Employee Training	0 pts 1 pt 2 pts	2	2
	☐Written Program	0 pts 1 pt 2 pts	2	2
	☐Labeling	0 pts 1 pt 2 pts	2	2
2.	**Lockout/Tagout Standard**			
	Have the following elements been completed? Yes, by the exposed contractors.			
	☐Written program for isolating energy	0 pts 1 pt 2 pts	2	2
	☐Use of lockout/tagout devices	0 pts 1 pt 2 pts	2	2
	☐Periodic inspections	0 pts 1 pt 2 pts	2	2
	☐Training	0 pts 1 pt 2 pts	2	2
	☐Machine Specific Process	0 pts 1 pt 2 pts	2	2
3.	**Confined Space Standard**			
	Have the following elements been completed?			
	☐Identification of confined spaces and inventory	0 pts 1 pt 2 pts	2	N/A
	☐Determinants of Permit system	0 pts 1 pt 2 pts	2	N/A
	☐Periodic inspections	0 pts 1 pt 2 pts	2	N/A
	☐Atmospheric testing/Equipment	0 pts 1 pt 2 pts	2	N/A
	☐PPE and emergency response plan	0 pts 1 pt 2 pts	2	N/A
	☐Training (Entrants, Attendants and Supervisors)	0 pts 1 pt 2 pts	2	N/A
4.	**Bloodborne Pathogens**			
	Have the following elements been completed?			
	☐Exposure Control Plan	0 pts 1 pt 2 pts	2	2
	☐Communicating Hazards to Employees (training)	0 pts 1 pt 2 pts	2	2
	☐Preventive Measures	0 pts 1 pt 2 pts	2	2
	☐Methods of Control	0 pts 1 pt 2 pts	2	2
	☐Exposure Incident Plan	0 pts 1 pt 2 pts	2	2
	☐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?			
	☐Monitoring and recordkeeping	0 pts 1 pt 2 pts	2	N/A
	☐Administrative controls or PPE	0 pts 1 pt 2 pts	2	N/A
	☐Audiometric testing	0 pts 1 pt 2 pts	2	N/A
	☐Posting of Standard	0 pts 1 pt 2 pts	2	N/A
	☐Written Program	0 pts 1 pt 2 pts	2	N/A
6.	**Machine Guarding**			
	Have the following elements been completed? Yes in all the computer areas guards are in place.			
	☐Are guards in place?	0 pts 1 pt 2 pts	2	2
	☐Are employees trained not to use equipment without guards?	0 pts 1 pt 2 pts	2	2
	☐Is training being conducted?	0 pts 1 pt 2 pts	2	2
7.	**Ergonomics**			
	Have the following elements been completed? Ergonomic efforts are made in regard to work stations, but no formal policies are followed			
	☐Policy Statement	0 pts 1 pt 2 pts	2	0
	☐Ergonomic Committee for chair selections	0 pts 1 pt 2 pts	2	1
	☐Medical Management	0 pts 1 pt 2 pts	2	1
	☐Ergonomic Analysis of Risk Factors	0 pts 1 pt 2 pts	2	1
	☐Education and Training	0 pts 1 pt 2 pts	2	1
8.	**Laboratory Standard**			
	Have the following elements been completed?			
	☐Policy	0 pts 1 pt 2 pts	2	N/A
	☐Training	0 pts 1 pt 2 pts	2	N/A
	☐Hazard Assessment	0 pts 1 pt 2 pts	2	N/A

XIII. BEST PRACTICES/OSHA STANDARDS (52 Points)

			Points	
			Possible	Actual
9.	**Process Safety Management**			
	Have the following elements been completed?			
	☐Materials Identified	0 pts 1 pt 2 pts	2	N/A
	☐Formal Program	0 pts 1 pt 2 pts	2	N/A
	☐Process Hazard Analyses	0 pts 1 pt 2 pts	2	N/A
	☐Operating Procedures	0 pts 1 pt 2 pts	2	N/A
	☐Emergency Plans	0 pts 1 pt 2 pts	2	N/A
	☐Training	0 pts 1 pt 2 pts	2	N/A
	☐Contractor Awareness	0 pts 1 pt 2 pts	2	N/A
	☐Pre-start-up Safety Reviews	0 pts 1 pt 2 pts	2	N/A
	☐Work Permit System	0 pts 1 pt 2 pts	2	N/A
10.	**Personal Protective Equipment**			
	Have the following elements been completed? Yes, for the areas where it is needed			
	☐Hazard Assessment	0 pts 1 pt 2 pts	2	2
	☐Training	0 pts 1 pt 2 pts	2	2
11.	**Respiratory Protection**			
	Have the following elements been completed?			
	☐Identification of Substances as Hazardous Exposures	0 pts 1 pt 2 pts	2	N/A
	☐Respiratory Selection	0 pts 1 pt 2 pts	2	N/A
	☐Health Evaluation and Surveillance	0 pts 1 pt 2 pts	2	N/A
	☐Employee Training	0 pts 1 pt 2 pts	2	N/A
	☐Fit Testing	0 pts 1 pt 2 pts	2	N/A
	☐Respiratory Cleaning, Maintenance and Storage	0 pts 1 pt 2 pts	2	N/A
	☐Respiratory Program Evaluation	0 pts 1 pt 2 pts	2	N/A

XIII. BEST PRACTICES/OSHA STANDARDS (52 Points)

			Points	
			Possible	Actual
12.	**Electrical Safety-related Work Practices**			
	Have the following elements been completed?			
	☐Training	0 pts 1 pt 2 pts	2	N/A
	☐Use of Personal Protective Equipment	0 pts 1 pt 2 pts	2	N/A
	☐Protective Tools	0 pts 1 pt 2 pts	2	N/A
	☐Written Program	0 pts 1 pt 2 pts	2	N/A
13.	**HAZWOPER (Hazardous Waste Operations)**			
	Have the following elements been completed?			
	☐A Written Program	0 pts 1 pt 2 pts	2	N/A
	☐Employee Training	0 pts 1 pt 2 pts	2	N/A
	☐Communication	0 pts 1 pt 2 pts	2	N/A
	☐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 6	2	2
2.	Do employees drive company vehicles home at night? No, vehicles are not driven home at night	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? Yes, drivers license checks are completed	2	2
4.	Do you perform an annual review of the driving record of those employees who have access to company owned/leased vehicles? Yes, annual reports are completed	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? Yes, there is a city policy in place for vehicle use.	2	2
6.	Are monthly safety inspections performed on all company owned/leased vehicles? Operators are suppose to check vehicle before each use.	2	1
7.	Are employees required to use safety belts while driving company owned/leased vehicles? Yes, it is required	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? Yes, defensive driving class is required for all vehicle operators	2	2

DEPARTMENT OBSERVATIONS

Management support and leadership at this location is good, but there are opportunities for improvement. Employees are aware that part of their performance reviews are based on safety, but the communications and follow up with the employees is lacking. In the focus groups, it was revealed that the employees were very interested in participating in the safety process and getting involved in helping to improve the safety culture for the better. Most organizations look to engage employees willing to participate in the safety process or on a safety committee. I recommend you try to use the ones that want to help.

The training for new employees is good. The new employees are trained on the equipment that they use and the policies and procedures are reviewed. However, in the focus groups many of the employees voiced a concern that retraining is not done with the current employees on a regular basis. As I suggested during the closing conference, it would be a good idea to provide safety topics once a week after roll call or after other group employee meetings to keep awareness up and to keep the employees thinking about safety. Good safety communication is a best practice in any safety effort. Keeping the employees informed, aware of hazards and what they should be looking for on the job will help create a safe work environment for all the employees at HEC.

Accident investigations are currently done by the HR safety department and reviewed by Robert Taylor. I suggest that a joint effort be made to investigate the accidents as a team to help determine the root cause. Supervisors should also be involved in this process to help with the investigation and to provide cross training opportunities. If supervisors assist with the investigation, they will be made more aware of potential hazards and more apt to point out or get hazards fixed before an injury occurs.

A safety committee currently does not exist. I recommend asking for volunteers to help with the formation of a safety committee. The committee can assist with the safety efforts, participate in the accident investigations, review claims, and help to develop corrective action items in need of attention. The safety committee should be task driven and focus on things that are going to benefit the location.

Inspections are currently done on a daily basis by Robert as he walks the facility. Robert is very diligent to identify problem areas and to get the local "on site" folks to correct the problems as soon as possible. Since no formal inspection forms are filled out, it is hard to identify trends that may be occurring. Documentation of formal self inspections should be required to identify areas that are consistently in need of attention.

A review of the claims shows that the largest loss driver for this location is slips and falls. Many of these are related to employees walking on wet floors due to mopping or cleaning by the maintenance staff. Local management has taken steps to reduce these hazards by not allowing employees in bathrooms when they are being mopped, closing the area off, making the employees more aware of the hazards, and using more signage to identify the hazards. The second largest loss driver is repetitive motion claims. There has been a reduction in the number of these claims due in part to the system changes that have occurred. The computer system is

set up to the "point and click" method which has reduced the amount of typing that has to be done by the employees when taking emergency calls.

This is a well maintained facility and a great deal of effort is put into maintaining the facility. The outside maintenance staff does a great job in keeping the facility neat, clean and orderly. If employees have suggestions on how to improve the safety efforts, management is very open to those suggestions and tries to implements them. A good case in point is the speed bumps in the parking lot that were the result of employee suggestions. Since there are several departments working at this one location, I would suggest keeping all of the people working at this location involved in the safety effort by posting information on a community bulletin board for all the employees to see. The safety effort should not stop because the employees are not part of the HEC.

Recommendations:

Use industry best practices to compute frequency rates and severity rates for the department to help determine a baseline and to assist in tracking improvement in the department.

Evaluate the employee's safety performance after 30 days instead of waiting for the 5 month and 11 month reviews. Unsafe behaviors should be addressed as soon as possible.

A safety committee of the employees should be assembled to assist in the safety effort. A safety committee is a great tool to allow employees to get involved in the safety process, drive the safety process, review accidents, review corrective actions, and help create a proactive safety environment. Employees are willing to participate and voiced interest in the focus groups.

Formal inspections of the facility should be completed to help document any problem areas and to determine if corrective action is being taken. Formal reports are also useful in fostering accountability for the employees that need to make the corrections.

Safety meetings should be a part of every staff meeting or roll call to keep the employees thinking about the safety efforts and to help drive culture change in the department.

City of Houston Health and Safety Program Evaluation

for

Houston Emergency Center

April 6, 2009

Prepared By:

Aon Risk Services, Inc

CONFIDENTIAL AND PRIVILEGED

TABLE OF CONTENTS

Executive Summary

Evaluation Statement

Scoring

Evaluation Data Sheet

Health and Safety Program Evaluation Profile

Audit Questionnaire

I. Management Support and Leadership

II. Medical Program

III. Accident Recording System

IV. Employee Orientation

V. Department Supervision

VI. Safety Committees

VII. Specialized Training

VIII. Accident Investigation

IX. Department Hazard Evaluation

X. Safety Communication

XI. Occupational Illness Analysis

XII. Emergency Preparedness

XIII. OSHA/ Best Practice Standards

XIV. Motor Vehicles

XV. Field Observations

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 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 Aon Global Risk Consulting 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 insureds 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:	April 6, 2009
Department/Location Name and Address:	Houston Emergency Center 5320 North Shepherd Drive Houston, Texas 77091
Present Employee Count:	Approximately 458 between all departments/shifts
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	20	100%
II. Medical Programs	8	20	20	100%
III. Accident Recording System	4	14	12	86
IV. Employee Orientation	5	12	11	92
V. Department Supervision	7	18	14	78
VI. Safety Committees	7	14	0	0%
VII. Specialized Training	3	20	18	90
VIII. Accident Investigation	8	18	12	67
IX. Department Hazard Evaluation	9	24	20	83
X. Safety Communication	5	10	4	40
XI. Occupational Illness Analysis	8	2	2	100%
XII. Emergency Preparedness	12	36	34	94
XIII. OSHA / Best Practice Standards	13	52	47	90
XIV. Motor Vehicles	8	16	15	94
TOTALS	106	284	229	**81%**

I. MANAGEMENT SUPPORT AND LEADERSHIP (28 Points)

		Points	
		Possible	Actual
1.	Does the department have a published safety policy? Yes, there is a policy in place	2	2
2.	Is it signed by a member of top management? Yes, by David Cutler the Director	2	2
3a.	Is there a full-time or part-time person responsible for safety? Part-time, Robert Taylor If part-time, what other duties does this person have? Employee relations, drug testing, council, etc.	2	2
4.	How frequently does the senior leadership, manager, director, etc., perform safety inspections at your location? Leadership does daily walk throughs of the facility Monthly (2 pts.), Quarterly (1 pt.) or Less than Quarterly (0 pts)	2	2
5a.	Is there a Department Safety Committee? There is currently no committee, but a leadership team works on safety issues	2	2
5b.	If yes, how often do they meet? Monthly Monthly (2 pts.), Quarterly. (1 pt), or Less than Quarterly (0 pts)	2	2
5c.	Are any of the top management members of the safety committee? Yes, the senior leadership at HEC	2	2
5d.	Is the committee task driving? i.e. find way to improve processes Yes	2	2
6a.	Does top management receive reports on safety performance activity? Yes, from HR and internal reports completed by Robert Taylor	2	2
6b.	How often? Monthly (2 pts.), Quarterly (1 pt) or Less than Quarterly (0 pts)	2	2
7.	Does top management visibly display their support for the safety program? Yes Briefly explain: By rewarding the employees via luncheons, communications, etc.	2	2
8.	Are there written standards concerning what management's responsibility should be in relationship to the safety/loss control program? Yes, and the information is conveyed to the employees by Robert Taylor	2	2
9.	Is safety/loss control accountability clearly defined in job descriptions of management personnel? Yes, responsibilities are defined	2	2
10.	Have all responsible individuals been provided a copy of this, and are they held accountable? Yes, and it has been documented	2	2

II. MEDICAL PROGRAM (20 Points)

		Points	
		Possible	Actual
1.	Are prospective employees given a post-offer health examination? Yes, physicals, drug test, and background checks	2	2
2.	Do you have an RN/LPN on duty? No, but standing orders are in place at Memorial Southwest	2	2
3.	Have any supervisors/employees received certified first aid training? Yes If yes, how many? When does the certification expire? Many of the officers and fire department personnel are certified and are required to keep certifications up to date.	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, with the hospital	2	2
5.	Is access to first aid supplies controlled and a first aid log maintained? Supplies are controlled, but no logs are currently maintained as to how supplies are used	2	2
6.	Are first aid supplies updated as to their shelf life? Yes	2	2
7.	Are the services of a medical doctor retained? Yes, at Memorial Hospital with standing orders	2	2
8a.	Are annual health examinations given to any employees or employee groups? Yes, when hired	2	2
8b.	If yes, are procedures established to ensure that all employees subject to the physical actually get one? Yes, for all the new hires	2	2

III. ACCIDENT RECORDING SYSTEM (14 Points)

		Points	
		Possible	Actual
1a.	Is there an injury recording system being completed? Yes, the supervisor will fill out the report, HR/Safety will do the investigation, and the reports are compared by senior leaders	2	2
1b.	Are injuries discussed with the other employees? Yes, accidents are reviews in staff meetings	2	2
2a.	Is someone in charge of the Workers' Compensation/claims program? Yes If yes, title: Robert Taylor oversees the process	2	2
2b.	Have proper claims management techniques been implemented? Yes, the process is managed in HR and locally by Robert Taylor	2	2
3a.	Are frequency and severity rates computed for your department? Yes, but in a different format than national best practices	2	1
3b.	If yes, indicate what the most recent rates are and how often are they calculated? Quarterly Monthly (2 pts), Quarterly (1 pt) or Less than Quarterly (0 pts)	2	1
4.	Does top management receive periodic analysis reports? Yes If yes, please indicate their name(s) and title(s)? David Cutter, Director	2	2

IV. EMPLOYEE ORIENTATION (12 Points)

		Points	
		Possible	Actual
1.	Is there a formal safety orientation program for new employees? Yes, new employees are orientated downtown by HR and then on site by the local trainers for 5-6 hours on the processes, policies and procedures and on the job training for up to 6-8 weeks.	2	2
2.	Is a specific individual responsible for new employee safety orientation? Yes, there is a coordinator, but training is spread among several people who are subject matter experts	2	2
3a.	Is there a published booklet listing established safety rules and regulations? Yes	2	2
3b.	Is this booklet reviewed with all new employees (including office and shop) during orientation? Yes	2	2
4.	Do supervisory personnel have department checklists concerning particular department hazards which must be pointed out to the new employee upon her/his arrival?	2	2
5.	Is the new employee evaluated periodically on her/his safety performance? Yes If yes, please indicate how: There is a written review done at 5 months and 11 months. Safety reviews should occur within 30 days to see if the employee had and questions related to the locations safety program.	2	1

V. DEPARTMENT SUPERVISION (18 Points)

		Points	
		Possible	Actual
1.	Have supervisory personnel ever received any formal safety/loss control training? No, leadership training or safety management training has not been completed, but training on safety expectations, accident reporting, and hazard awareness is part of the process. Safety leadership training would be well received by the supervisors and requested during the focus group meetings.	2	1
2.	Do supervisory personnel conduct the job training of all new employees? Yes, but specific training is assigned to specific individuals.	2	2
3.	Do supervisory personnel use an employee contact program or five-minute safety talks to communicate safety to employees? No, safety talks are currently not being conducted	2	0
4a.	Are supervisory personnel required to make periodic hazard identification inspections of their department? Yes, daily at the shift changes	2	2
4b.	If yes, how frequently is this done? Monthly (2 pts), Quarterly (1 pt), or Less than Quarterly (0 pts)	2	2
5a.	Is a written report made of their inspection findings? Yes If yes, to whom: Robert Taylor takes those reports, but corrective action is usually done immediately if possible.	2	2
5b.	Is the inspection followed up routinely? Yes, if necessary by Robert Taylor	2	2
6.	Are staff supervisors evaluated and held accountable for their department safety performance? Yes If yes, how: It is part of their overall performance review	2	2
7.	Have supervisory personnel been trained in how to investigate accidents and make meaningful reports? No, Supervisors fill out the accident report, but James is responsible for doing the accident investigation. Supervisors should be trained on accident investigation and could be a good resource for investigating accidents at the facility.	2	1

VI. SAFETY COMMITTEES (14 Points)

	Points	
	Possible	Actual
1. Do you presently have any active safety committees at your department? No If no, please indicate if there ever has been and why it was disbanded: None in place	2	0
2. What types of safety committees are presently active at your department? No ☐ Executive Safety Committee for senior management No ☐ Departmental Safety Committee No ☐ Group Safety Committee No ☐ Management/Employee Safety Committee ☐ Other (explain briefly)	2	0
3. Are minutes taken and distributed for each safety committee meeting? No	2	0
4. Can employees volunteer to serve on the safety committee? No	2	0
5. Are safety committee members rotated on/off on a regular basis? No	2	0
6. Can you list some of the accomplishments of the safety committee for the past year? No	2	0
7. Are goals established for the safety committee? No	2	0

VII. SPECIALIZED TRAINING

(20 Points)

				Points	
				Possible	Actual
1.	Has an inventory been made of job procedures to determine those with high risk potential requiring special training? Yes			2	2
2.	What types of safety training are given at your department?				
	X ☐ Pallet Jacks and dollies	0 pts	1pt 2 pts	2	2
	X ☐ Lifting	0 pts	1 pt 2 pts	2	2
	☐ Hoist Safety	0 pts	1 pt 2 pts	2	N/A
	X ☐ Employee Fire Extinguisher	0 pts	1 pt 2 pts	2	2
	☐ Confined Space	0 pts	1 pt 2 pts	2	N/A
	X ☐ Hazard Communication	0 pts	1 pt 2 pts	2	2
	☐ Accident Investigation	0 pts	1 pt 2 pts	2	0
	☐ Lockout/Tagout	0 pts	1 pt 2 pts	2	N/A
	X ☐ First Aid/CPR	0 pts	1 pt 2 pts	2	2
	X ☐ Personal Protective Equipment	0 pts	1 pt 2 pts	2	2
	X ☐ Emergency Evacuations	0 pts	1 pt 2 pts	2	2
	X ☐ Bloodborne Pathogens	0 pts	1 pt 2 pts	2	2
	☐ Hearing Conservation	0 pts	1 pt 2 pts	2	N/A

VIII. ACCIDENT INVESTIGATION (18 Points)

		Points	
		Possible	Actual
1.	Do you have an accident investigation procedure? Yes, there is a procedure in place and administered by James	2	2
2.	Are supervisors held accountable for the investigation of on-the-job accidents? No, James does the investigations for this location	2	0
3.	Is follow-up made to ensure that causes of accidents are correctly identified and that corrective action has been taken? Yes, based on the accident investigation done by James and the accident report filled out by the supervisors, corrective action will be developed If yes, who is responsible: Robert Taylor	2	2
4.	Has a system been set up to investigate and correct situations which almost or could have caused an accident (near misses)? Yes, near misses are investigated in the same way.	2	2
5a.	Does the safety committee help investigate or reviewing on-the-job accidents? No committee is in place at this time.	2	0
5b.	Are loss trends identified and acted upon? Yes, they are reviewed by Robert Taylor	2	2
6.	Is there an active job safety analysis (JSA) program at your department? There are standard operating procures from some of the task, but few written Job Safety Analysis	2	1
7.	Are accident-repeaters identified so further training can be scheduled? Yes, they are tracked, but not for retraining purposes	2	1
8.	Do any management members receive and review all accident reports? Yes, all the way to the director, David Cutler	2	2

IX. DEPARTMENT HAZARD EVALUATION (22 Points)

		Points	
		Possible	Actual
1.	Are formal department safety inspections being performed? Yes, a weekly walk through of the facility is completed by Robert Taylor. A formal checklist or documentation report would help formalize the process.	2	1
2.	How often is the department formally inspected for hazardous conditions and practices? Monthly (2 pts), Quarterly (1 pt), or Less than Quarterly (0 pts).	2	2
3.	Are supervisors, the safety committee or other responsible groups required to perform routine department safety inspections? Yes, supervisors inspect the work area on a daily basis, but no formal reports are filled out	2	1
4.	Is there a follow-up system to ensure that identified hazardous conditions have been corrected? Yes, currently findings are reported to Robert Taylor	2	2
5.	Have supervisory personnel been trained in hazard recognition? Yes, they are trained on general items to look for in the work area, but more formal training would be a plus	2	1
6.	Are employees encouraged to report hazards and make safety suggestions? Yes, there is no formal process in place, but they can report hazards to their supervisors so that corrective action can be taken	2	1
7.	Are there any special safety inspections for the following?		
	X ☐ Boilers 0 pts 1 pt 2 pts	2	2
	X ☐ Fire 0 pts 1 pt 2 pts	2	2
	X ☐ Sprinklers 0 pts 1 pt 2 pts	2	2
	X ☐ Fire extinguishers 0 pts 1 pt 2 pts	2	2
8.	Are outside contractors working on the premises required to abide by established department safety rules? Yes, they follow the city's policies as well as their own	2	2
9.	Is there a method to inform and train outside contractors of specific hazards on the premises? Yes, an outside contractor was interviewed and they are trained on "OSHA" standards by their employer before coming on site.	2	2

X. SAFETY COMMUNICATION (10 Points)

		Points	
		Possible	Actual
1.	Are safety awards or other forms of incentives given to deserving employees for safety achievements? Yes, there are some incentives, but it is in the form of luncheon or meals or part of their performance reviews and not for safety achievements.	2	1
2.	Do you have an in-department newspaper or newsletter? Yes, there is a department newsletter, but safety stats are not reported in the newsletter.	2	1
3.	Do you have a safety suggestion system? Yes, but it is not a formal one. Suggestions can be input via the kiosk system, but the employees were not aware of that system	2	1
4.	Do you use any of the following in your safety communication program? ☐ Employee-of-the-Month Program, No X ☐ Bulletin Board Safety Displays, in some areas ☐ Contests, No X ☐ Posters, some areas of the facility had posters in place, but no formal program was followed	2	1
5.	Are you a member of the National Safety Council, ASSE, or any other safety organizations? No, this location is not a member of ASSE, NSC, etc. If yes, please specify:	2	0

XI. OCCUPATIONAL ILLNESS ANALYSIS (22 Points)

		Points	
		Possible	Actual
1.	Can you identify any potential health hazards in your department? Yes, but the chemicals are the only exposure at this location ☐ Noise X ☐ Chemicals/Solvents ☐ Respiratory Exposure ☐ Confined spaces ☐ Excavations ☐ Heat Stress ☐ Other (specify)	2	2
2.	Does your department perform periodic industrial hygiene tests for these hazards? No If yes, for what substances?	2	N/A
3.	Have steps been taken to address exposures identified as needing attention by the industrial hygiene tests? No, since this is an office environment If yes, please describe:	2	N/A
4.	Does your department maintain a file for records of industrial hygiene tests for known employee exposures? No, it is not needed	2	N/A
5a.	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? No, not needed If yes, what type of examination?	2	N/A
5b.	Is their record documented? No, not required for any of the employees	2	N/A
5c.	Are the employees advised of the results of such examination? No, not required for any of the employees	2	N/A
5d.	Is this activity tracked to assure all employees are examined annually, who are required? No, not required for any of the employees	2	N/A
6.	What types of personal protective equipment are required at your department? ☐ Safety Shoes ☐ Safety Glasses ☐ Face Shields (grinding area) ☐ Hearing Protection	2	N/A
7.	Are training programs in place for the above-checked personal protective equipment? No, not required for any of the employees	2	N/A
8.	Is a disciplinary system used to enforce the use of personal protective equipment? No, not required for any of the employees	2	N/A

XII. EMERGENCY PREPAREDNESS (36 Points)

		Points	
		Possible	Actual
1a.	Does your department have an emergency evacuation plan? Yes, there is a plan in place	2	2
1b.	Does your department have an employee evacuation plan? Yes, there is an evacuation plan too.	2	2
2.	Does your department have an emergency team? Yes, there is a team in place	2	2
3.	Has the emergency team or other employees been training in the use of fire extinguishers and evacuation? Yes, the PASS method it taught	2	2
4.	Do you conduct fire drills? Yes, but not very often because the operations are 24/7/365	2	2
5.	Does your local fire department conduct or assist in fire drills? Yes, because the fire department is on site too.	2	2
6.	Does your local fire department conduct periodic inspections? No, formal inspections by the fire department are not completed.	2	0
7.	Have you posted evacuation routes for all employees to observe? Yes, routes are posted throughout the facility If yes, is the plan explained to new employees by the supervisor when they are assigned to the department? Yes, the plan is reviewed when the new hires are trained.	2	2
8.	Does your department have an emergency plan? If yes, does it cover the following:		
	X ☐ Fire 0 pts 1 pt 2 pts	2	2
	X ☐ Explosions 0 pts 1 pt 2 pts	2	2
	X ☐ Tornado 0 pts 1 pt 2 pts	2	2
	X ☐ Department Re-entry 0 pts 1 pt 2 pts	2	2
	X ☐ Shutdown of Utilities 0 pts 1 pt 2 pts	2	2
	X ☐ Hurricane 0 pts 1 pt 2 pts	2	2
9.	Has each department supervisor in the department been provided with the emergency plan instructions? Yes, supervisors and fire wardens	2	2
10.	Has the department been provided with emergency lighting? Yes, emergency lights is in all areas of the facility	2	2
11.	Is someone responsible for maintaining these emergency lights? Yes, GSD department is responsible for maintaining the lights If yes, name of person:	2	2
12.	Are the emergency lights properly positioned to direct at aisles, routes and exits? Yes, light seen during survey are positioned correctly	2	2

XIII. OSHA STANDARDS /BEST PRACTICES (52 Points)

			Points	
			Possible	Actual
1.	**Hazard Communication Standard**			
	Have the following elements been completed?			
	☐Chemical Inventory	0 pts 1 pt 2 pts	2	2
	☐Material Safety Data Sheets (MSDS's)	0 pts 1 pt 2 pts	2	2
	☐Employee Training	0 pts 1 pt 2 pts	2	2
	☐Written Program	0 pts 1 pt 2 pts	2	2
	☐Labeling	0 pts 1 pt 2 pts	2	2
2.	**Lockout/Tagout Standard**			
	Have the following elements been completed? Yes, by the exposed contractors.			
	☐Written program for isolating energy	0 pts 1 pt 2 pts	2	2
	☐Use of lockout/tagout devices	0 pts 1 pt 2 pts	2	2
	☐Periodic inspections	0 pts 1 pt 2 pts	2	2
	☐Training	0 pts 1 pt 2 pts	2	2
	☐Machine Specific Process	0 pts 1 pt 2 pts	2	2
3.	**Confined Space Standard**			
	Have the following elements been completed?			
	☐Identification of confined spaces and inventory	0 pts 1 pt 2 pts	2	N/A
	☐Determinants of Permit system	0 pts 1 pt 2 pts	2	N/A
	☐Periodic inspections	0 pts 1 pt 2 pts	2	N/A
	☐Atmospheric testing/Equipment	0 pts 1 pt 2 pts	2	N/A
	☐PPE and emergency response plan	0 pts 1 pt 2 pts	2	N/A
	☐Training (Entrants, Attendants and Supervisors)	0 pts 1 pt 2 pts	2	N/A
4.	**Bloodborne Pathogens**			
	Have the following elements been completed?			
	☐Exposure Control Plan	0 pts 1 pt 2 pts	2	2
	☐Communicating Hazards to Employees (training)	0 pts 1 pt 2 pts	2	2
	☐Preventive Measures	0 pts 1 pt 2 pts	2	2
	☐Methods of Control	0 pts 1 pt 2 pts	2	2
	☐Exposure Incident Plan	0 pts 1 pt 2 pts	2	2
	☐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?				
	☐Monitoring and recordkeeping	0 pts	1 pt 2 pts	2	N/A
	☐Administrative controls or PPE	0 pts	1 pt 2 pts	2	N/A
	☐Audiometric testing	0 pts	1 pt 2 pts	2	N/A
	☐Posting of Standard	0 pts	1 pt 2 pts	2	N/A
	☐Written Program	0 pts	1 pt 2 pts	2	N/A
6.	**Machine Guarding**				
	Have the following elements been completed? Yes in all the computer areas guards are in place.				
	☐Are guards in place?	0 pts	1 pt 2 pts	2	2
	☐Are employees trained not to use equipment without guards?	0 pts	1 pt 2 pts	2	2
	☐Is training being conducted?	0 pts	1 pt 2 pts	2	2
7.	**Ergonomics**				
	Have the following elements been completed? Ergonomic efforts are made in regard to work stations, but no formal policies are followed				
	☐Policy Statement	0 pts	1 pt 2 pts	2	0
	☐Ergonomic Committee for chair selections	0 pts	1 pt 2 pts	2	1
	☐Medical Management	0 pts	1 pt 2 pts	2	1
	☐Ergonomic Analysis of Risk Factors	0 pts	1 pt 2 pts	2	1
	☐Education and Training	0 pts	1 pt 2 pts	2	1
8.	**Laboratory Standard**				
	Have the following elements been completed?				
	☐Policy	0 pts	1 pt 2 pts	2	N/A
	☐Training	0 pts	1 pt 2 pts	2	N/A
	☐Hazard Assessment	0 pts	1 pt 2 pts	2	N/A

XIII. BEST PRACTICES/OSHA STANDARDS (52 Points)

			Points	
			Possible	Actual
9.	**Process Safety Management**			
	Have the following elements been completed?			
	☐Materials Identified	0 pts 1 pt 2 pts	2	N/A
	☐Formal Program	0 pts 1 pt 2 pts	2	N/A
	☐Process Hazard Analyses	0 pts 1 pt 2 pts	2	N/A
	☐Operating Procedures	0 pts 1 pt 2 pts	2	N/A
	☐Emergency Plans	0 pts 1 pt 2 pts	2	N/A
	☐Training	0 pts 1 pt 2 pts	2	N/A
	☐Contractor Awareness	0 pts 1 pt 2 pts	2	N/A
	☐Pre-start-up Safety Reviews	0 pts 1 pt 2 pts	2	N/A
	☐Work Permit System	0 pts 1 pt 2 pts	2	N/A
10.	**Personal Protective Equipment**			
	Have the following elements been completed? Yes, for the areas where it is needed			
	☐Hazard Assessment	0 pts 1 pt 2 pts	2	2
	☐Training	0 pts 1 pt 2 pts	2	2
11.	**Respiratory Protection**			
	Have the following elements been completed?			
	☐Identification of Substances as Hazardous Exposures	0 pts 1 pt 2 pts	2	N/A
	☐Respiratory Selection	0 pts 1 pt 2 pts	2	N/A
	☐Health Evaluation and Surveillance	0 pts 1 pt 2 pts	2	N/A
	☐Employee Training	0 pts 1 pt 2 pts	2	N/A
	☐Fit Testing	0 pts 1 pt 2 pts	2	N/A
	☐Respiratory Cleaning, Maintenance and Storage	0 pts 1 pt 2 pts	2	N/A
	☐Respiratory Program Evaluation	0 pts 1 pt 2 pts	2	N/A

XIII. BEST PRACTICES/OSHA STANDARDS (52 Points)

				Points	
				Possible	Actual
12.	**Electrical Safety-related Work Practices**				
	Have the following elements been completed?				
	☐Training	0 pts	1 pt 2 pts	2	N/A
	☐Use of Personal Protective Equipment	0 pts	1 pt 2 pts	2	N/A
	☐Protective Tools	0 pts	1 pt 2 pts	2	N/A
	☐Written Program	0 pts	1 pt 2 pts	2	N/A
13.	**HAZWOPER (Hazardous Waste Operations)**				
	Have the following elements been completed?				
	☐A Written Program	0 pts	1 pt 2 pts	2	N/A
	☐Employee Training	0 pts	1 pt 2 pts	2	N/A
	☐Communication	0 pts	1 pt 2 pts	2	N/A
	☐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 6	2	2
2.	Do employees drive company vehicles home at night? No, vehicles are not driven home at night	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? Yes, drivers license checks are completed	2	2
4.	Do you perform an annual review of the driving record of those employees who have access to company owned/leased vehicles? Yes, annual reports are completed	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? Yes, there is a city policy in place for vehicle use.	2	2
6.	Are monthly safety inspections performed on all company owned/leased vehicles? Operators are suppose to check vehicle before each use.	2	1
7.	Are employees required to use safety belts while driving company owned/leased vehicles? Yes, it is required	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? Yes, defensive driving class is required for all vehicle operators	2	2

DEPARTMENT OBSERVATIONS

Management support and leadership at this location is good, but there are opportunities for improvement. Employees are aware that part of their performance reviews are based on safety, but the communications and follow up with the employees is lacking. In the focus groups, it was revealed that the employees were very interested in participating in the safety process and getting involved in helping to improve the safety culture for the better. Most organizations look to engage employees willing to participate in the safety process or on a safety committee. I recommend you try to use the ones that want to help.

The training for new employees is good. The new employees are trained on the equipment that they use and the policies and procedures are reviewed. However, in the focus groups many of the employees voiced a concern that retraining is not done with the current employees on a regular basis. As I suggested during the closing conference, it would be a good idea to provide safety topics once a week after roll call or after other group employee meetings to keep awareness up and to keep the employees thinking about safety. Good safety communication is a best practice in any safety effort. Keeping the employees informed, aware of hazards and what they should be looking for on the job will help create a safe work environment for all the employees at HEC.

Accident investigations are currently done by the HR safety department and reviewed by Robert Taylor. I suggest that a joint effort be made to investigate the accidents as a team to help determine the root cause. Supervisors should also be involved in this process to help with the investigation and to provide cross training opportunities. If supervisors assist with the investigation, they will be made more aware of potential hazards and more apt to point out or get hazards fixed before an injury occurs.

A safety committee currently does not exist. I recommend asking for volunteers to help with the formation of a safety committee. The committee can assist with the safety efforts, participate in the accident investigations, review claims, and help to develop corrective action items in need of attention. The safety committee should be task driven and focus on things that are going to benefit the location.

Inspections are currently done on a daily basis by Robert as he walks the facility. Robert is very diligent to identify problem areas and to get the local "on site" folks to correct the problems as soon as possible. Since no formal inspection forms are filled out, it is hard to identify trends that may be occurring. Documentation of formal self inspections should be required to identify areas that are consistently in need of attention.

A review of the claims shows that the largest loss driver for this location is slips and falls. Many of these are related to employees walking on wet floors due to mopping or cleaning by the maintenance staff. Local management has taken steps to reduce these hazards by not allowing employees in bathrooms when they are being mopped, closing the area off, making the employees more aware of the hazards, and using more signage to identify the hazards. The second largest loss driver is repetitive motion claims. There has been a reduction in the number of these claims due in part to the system changes that have occurred. The computer system is

set up to the "point and click" method which has reduced the amount of typing that has to be done by the employees when taking emergency calls.

This is a well maintained facility and a great deal of effort is put into maintaining the facility. The outside maintenance staff does a great job in keeping the facility neat, clean and orderly. If employees have suggestions on how to improve the safety efforts, management is very open to those suggestions and tries to implements them. A good case in point is the speed bumps in the parking lot that were the result of employee suggestions. Since there are several departments working at this one location, I would suggest keeping all of the people working at this location involved in the safety effort by posting information on a community bulletin board for all the employees to see. The safety effort should not stop because the employees are not part of the HEC.

Recommendations:

Use industry best practices to compute frequency rates and severity rates for the department to help determine a baseline and to assist in tracking improvement in the department.

Evaluate the employee's safety performance after 30 days instead of waiting for the 5 month and 11 month reviews. Unsafe behaviors should be addressed as soon as possible.

A safety committee of the employees should be assembled to assist in the safety effort. A safety committee is a great tool to allow employees to get involved in the safety process, drive the safety process, review accidents, review corrective actions, and help create a proactive safety environment. Employees are willing to participate and voiced interest in the focus groups.

Formal inspections of the facility should be completed to help document any problem areas and to determine if corrective action is being taken. Formal reports are also useful in fostering accountability for the employees that need to make the corrections.

Safety meetings should be a part of every staff meeting or roll call to keep the employees thinking about the safety efforts and to help drive culture change in the department.

City of Houston Health and Safety Program Evaluation

for

Houston Emergency Center

April 6, 2009

Prepared By:

Aon Risk Services, Inc

AON

Insure your vision

CONFIDENTIAL AND PRIVILEGED

TABLE OF CONTENTS

Executive Summary

Evaluation Statement

Scoring

Evaluation Data Sheet

Health and Safety Program Evaluation Profile

Audit Questionnaire

I. Management Support and Leadership

II. Medical Program

III. Accident Recording System

IV. Employee Orientation

V. Department Supervision

VI. Safety Committees

VII. Specialized Training

VIII. Accident Investigation

IX. Department Hazard Evaluation

X. Safety Communication

XI. Occupational Illness Analysis

XII. Emergency Preparedness

XIII. OSHA/ Best Practice Standards

XIV. Motor Vehicles

XV. Field Observations

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 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 Aon Global Risk Consulting 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 insureds 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:	April 6, 2009
Department/Location Name and Address:	Houston Emergency Center 5320 North Shepherd Drive Houston, Texas 77091
Present Employee Count:	Approximately 458 between all departments/shifts
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	20	100%
II. Medical Programs	8	20	20	100%
III. Accident Recording System	4	14	12	86
IV. Employee Orientation	5	12	11	92
V. Department Supervision	7	18	14	78
VI. Safety Committees	7	14	0	0%
VII. Specialized Training	3	20	18	90
VIII. Accident Investigation	8	18	12	67
IX. Department Hazard Evaluation	9	24	20	83
X. Safety Communication	5	10	4	40
XI. Occupational Illness Analysis	8	2	2	100%
XII. Emergency Preparedness	12	36	34	94
XIII. OSHA / Best Practice Standards	13	52	47	90
XIV. Motor Vehicles	8	16	15	94
TOTALS	106	284	229	**81%**

I. MANAGEMENT SUPPORT AND LEADERSHIP (28 Points)

		Points	
		Possible	Actual
1.	Does the department have a published safety policy? Yes, there is a policy in place	2	2
2.	Is it signed by a member of top management? Yes, by David Cutler the Director	2	2
3a.	Is there a full-time or part-time person responsible for safety? Part-time, Robert Taylor If part-time, what other duties does this person have? Employee relations, drug testing, council, etc.	2	2
4.	How frequently does the senior leadership, manager, director, etc., perform safety inspections at your location? Leadership does daily walk throughs of the facility Monthly (2 pts.), Quarterly (1 pt.) or Less than Quarterly (0 pts)	2	2
5a.	Is there a Department Safety Committee? There is currently no committee, but a leadership team works on safety issues	2	2
5b.	If yes, how often do they meet? Monthly Monthly (2 pts.), Quarterly. (1 pt), or Less than Quarterly (0 pts)	2	2
5c.	Are any of the top management members of the safety committee? Yes, the senior leadership at HEC	2	2
5d.	Is the committee task driving? i.e. find way to improve processes Yes	2	2
6a.	Does top management receive reports on safety performance activity? Yes, from HR and internal reports completed by Robert Taylor	2	2
6b.	How often? Monthly (2 pts.), Quarterly (1 pt) or Less than Quarterly (0 pts)	2	2
7.	Does top management visibly display their support for the safety program? Yes Briefly explain: By rewarding the employees via luncheons, communications, etc.	2	2
8.	Are there written standards concerning what management's responsibility should be in relationship to the safety/loss control program? Yes, and the information is conveyed to the employees by Robert Taylor	2	2
9.	Is safety/loss control accountability clearly defined in job descriptions of management personnel? Yes, responsibilities are defined	2	2
10.	Have all responsible individuals been provided a copy of this, and are they held accountable? Yes, and it has been documented	2	2

II. MEDICAL PROGRAM (20 Points)

		Points	
		Possible	Actual
1.	Are prospective employees given a post-offer health examination? Yes, physicals, drug test, and background checks	2	2
2.	Do you have an RN/LPN on duty? No, but standing orders are in place at Memorial Southwest	2	2
3.	Have any supervisors/employees received certified first aid training? Yes If yes, how many? When does the certification expire? Many of the officers and fire department personnel are certified and are required to keep certifications up to date.	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, with the hospital	2	2
5.	Is access to first aid supplies controlled and a first aid log maintained? Supplies are controlled, but no logs are currently maintained as to how supplies are used	2	2
6.	Are first aid supplies updated as to their shelf life? Yes	2	2
7.	Are the services of a medical doctor retained? Yes, at Memorial Hospital with standing orders	2	2
8a.	Are annual health examinations given to any employees or employee groups? Yes, when hired	2	2
8b.	If yes, are procedures established to ensure that all employees subject to the physical actually get one? Yes, for all the new hires	2	2

III. ACCIDENT RECORDING SYSTEM (14 Points)

		Points	
		Possible	Actual
1a.	Is there an injury recording system being completed? Yes, the supervisor will fill out the report, HR/Safety will do the investigation, and the reports are compared by senior leaders	2	2
1b.	Are injuries discussed with the other employees? Yes, accidents are reviews in staff meetings	2	2
2a.	Is someone in charge of the Workers' Compensation/claims program? Yes If yes, title: Robert Taylor oversees the process	2	2
2b.	Have proper claims management techniques been implemented? Yes, the process is managed in HR and locally by Robert Taylor	2	2
3a.	Are frequency and severity rates computed for your department? Yes, but in a different format than national best practices	2	1
3b.	If yes, indicate what the most recent rates are and how often are they calculated? Quarterly Monthly (2 pts), Quarterly (1 pt) or Less than Quarterly (0 pts)	2	1
4.	Does top management receive periodic analysis reports? Yes If yes, please indicate their name(s) and title(s)? David Cutter, Director	2	2

IV. EMPLOYEE ORIENTATION (12 Points)

		Points	
		Possible	Actual
1.	Is there a formal safety orientation program for new employees? Yes, new employees are orientated downtown by HR and then on site by the local trainers for 5-6 hours on the processes, policies and procedures and on the job training for up to 6-8 weeks.	2	2
2.	Is a specific individual responsible for new employee safety orientation? Yes, there is a coordinator, but training is spread among several people who are subject matter experts	2	2
3a.	Is there a published booklet listing established safety rules and regulations? Yes	2	2
3b.	Is this booklet reviewed with all new employees (including office and shop) during orientation? Yes	2	2
4.	Do supervisory personnel have department checklists concerning particular department hazards which must be pointed out to the new employee upon her/his arrival?	2	2
5.	Is the new employee evaluated periodically on her/his safety performance? Yes If yes, please indicate how: There is a written review done at 5 months and 11 months. Safety reviews should occur within 30 days to see if the employee had and questions related to the locations safety program.	2	1

V. DEPARTMENT SUPERVISION (18 Points)

		Points	
		Possible	Actual
1.	Have supervisory personnel ever received any formal safety/loss control training? No, leadership training or safety management training has not been completed, but training on safety expectations, accident reporting, and hazard awareness is part of the process. Safety leadership training would be well received by the supervisors and requested during the focus group meetings.	2	1
2.	Do supervisory personnel conduct the job training of all new employees? Yes, but specific training is assigned to specific individuals.	2	2
3.	Do supervisory personnel use an employee contact program or five-minute safety talks to communicate safety to employees? No, safety talks are currently not being conducted	2	0
4a.	Are supervisory personnel required to make periodic hazard identification inspections of their department? Yes, daily at the shift changes	2	2
4b.	If yes, how frequently is this done? Monthly (2 pts), Quarterly (1 pt), or Less than Quarterly (0 pts)	2	2
5a.	Is a written report made of their inspection findings? Yes If yes, to whom: Robert Taylor takes those reports, but corrective action is usually done immediately if possible.	2	2
5b.	Is the inspection followed up routinely? Yes, if necessary by Robert Taylor	2	2
6.	Are staff supervisors evaluated and held accountable for their department safety performance? Yes If yes, how: It is part of their overall performance review	2	2
7.	Have supervisory personnel been trained in how to investigate accidents and make meaningful reports? No, Supervisors fill out the accident report, but James is responsible for doing the accident investigation. Supervisors should be trained on accident investigation and could be a good resource for investigating accidents at the facility.	2	1

VI. SAFETY COMMITTEES (14 Points)

		Points	
		Possible	Actual
1.	Do you presently have any active safety committees at your department? No If no, please indicate if there ever has been and why it was disbanded: None in place	2	0
2.	What types of safety committees are presently active at your department? No ☐ Executive Safety Committee for senior management No ☐ Departmental Safety Committee No ☐ Group Safety Committee No ☐ Management/Employee Safety Committee ☐ Other (explain briefly)	2	0
3.	Are minutes taken and distributed for each safety committee meeting? No	2	0
4.	Can employees volunteer to serve on the safety committee? No	2	0
5.	Are safety committee members rotated on/off on a regular basis? No	2	0
6.	Can you list some of the accomplishments of the safety committee for the past year? No	2	0
7.	Are goals established for the safety committee? No	2	0

VII. SPECIALIZED TRAINING (20 Points)

				Points	
				Possible	Actual
1.	Has an inventory been made of job procedures to determine those with high risk potential requiring special training? Yes			2	2
2.	What types of safety training are given at your department?				
	X ☐ Pallet Jacks and dollies	0 pts	1pt 2 pts	2	2
	X ☐ Lifting	0 pts	1 pt 2 pts	2	2
	☐ Hoist Safety	0 pts	1 pt 2 pts	2	N/A
	X ☐ Employee Fire Extinguisher	0 pts	1 pt 2 pts	2	2
	☐ Confined Space	0 pts	1 pt 2 pts	2	N/A
	X ☐ Hazard Communication	0 pts	1 pt 2 pts	2	2
	☐ Accident Investigation	0 pts	1 pt 2 pts	2	0
	☐ Lockout/Tagout	0 pts	1 pt 2 pts	2	N/A
	X ☐ First Aid/CPR	0 pts	1 pt 2 pts	2	2
	X ☐ Personal Protective Equipment	0 pts	1 pt 2 pts	2	2
	X ☐ Emergency Evacuations	0 pts	1 pt 2 pts	2	2
	X ☐ Bloodborne Pathogens	0 pts	1 pt 2 pts	2	2
	☐ Hearing Conservation	0 pts	1 pt 2 pts	2	N/A

VIII. ACCIDENT INVESTIGATION (18 Points)

		Points	
		Possible	Actual
1.	Do you have an accident investigation procedure? Yes, there is a procedure in place and administered by James	2	2
2.	Are supervisors held accountable for the investigation of on-the-job accidents? No, James does the investigations for this location	2	0
3.	Is follow-up made to ensure that causes of accidents are correctly identified and that corrective action has been taken? Yes, based on the accident investigation done by James and the accident report filled out by the supervisors, corrective action will be developed If yes, who is responsible: Robert Taylor	2	2
4.	Has a system been set up to investigate and correct situations which almost or could have caused an accident (near misses)? Yes, near misses are investigated in the same way.	2	2
5a.	Does the safety committee help investigate or reviewing on-the-job accidents? No committee is in place at this time.	2	0
5b.	Are loss trends identified and acted upon? Yes, they are reviewed by Robert Taylor	2	2
6.	Is there an active job safety analysis (JSA) program at your department? There are standard operating procures from some of the task, but few written Job Safety Analysis	2	1
7.	Are accident-repeaters identified so further training can be scheduled? Yes, they are tracked, but not for retraining purposes	2	1
8.	Do any management members receive and review all accident reports? Yes, all the way to the director, David Cutler	2	2

IX. DEPARTMENT HAZARD EVALUATION (22 Points)

		Points	
		Possible	Actual
1.	Are formal department safety inspections being performed? Yes, a weekly walk through of the facility is completed by Robert Taylor. A formal checklist or documentation report would help formalize the process.	2	1
2.	How often is the department formally inspected for hazardous conditions and practices? Monthly (2 pts), Quarterly (1 pt), or Less than Quarterly (0 pts).	2	2
3.	Are supervisors, the safety committee or other responsible groups required to perform routine department safety inspections? Yes, supervisors inspect the work area on a daily basis, but no formal reports are filled out	2	1
4.	Is there a follow-up system to ensure that identified hazardous conditions have been corrected? Yes, currently findings are reported to Robert Taylor	2	2
5.	Have supervisory personnel been trained in hazard recognition? Yes, they are trained on general items to look for in the work area, but more formal training would be a plus	2	1
6.	Are employees encouraged to report hazards and make safety suggestions? Yes, there is no formal process in place, but they can report hazards to their supervisors so that corrective action can be taken	2	1
7.	Are there any special safety inspections for the following?		
	X ☐ Boilers 0 pts 1 pt 2 pts	2	2
	X ☐ Fire 0 pts 1 pt 2 pts	2	2
	X ☐ Sprinklers 0 pts 1 pt 2 pts	2	2
	X ☐ Fire extinguishers 0 pts 1 pt 2 pts	2	2
8.	Are outside contractors working on the premises required to abide by established department safety rules? Yes, they follow the city's policies as well as their own	2	2
9.	Is there a method to inform and train outside contractors of specific hazards on the premises? Yes, an outside contractor was interviewed and they are trained on "OSHA" standards by their employer before coming on site.	2	2

X. SAFETY COMMUNICATION (10 Points)

		Points	
		Possible	Actual
1.	Are safety awards or other forms of incentives given to deserving employees for safety achievements? Yes, there are some incentives, but it is in the form of luncheon or meals or part of their performance reviews and not for safety achievements.	2	1
2.	Do you have an in-department newspaper or newsletter? Yes, there is a department newsletter, but safety stats are not reported in the newsletter.	2	1
3.	Do you have a safety suggestion system? Yes, but it is not a formal one. Suggestions can be input via the kiosk system, but the employees were not aware of that system	2	1
4.	Do you use any of the following in your safety communication program? ☐ Employee-of-the-Month Program, No X ☐ Bulletin Board Safety Displays, in some areas ☐ Contests, No X ☐ Posters, some areas of the facility had posters in place, but no formal program was followed	2	1
5.	Are you a member of the National Safety Council, ASSE, or any other safety organizations? No, this location is not a member of ASSE, NSC, etc. If yes, please specify:	2	0

XI. OCCUPATIONAL ILLNESS ANALYSIS (22 Points)

		Points	
		Possible	Actual
1.	Can you identify any potential health hazards in your department? Yes, but the chemicals are the only exposure at this location ☐ Noise X ☐ Chemicals/Solvents ☐ Respiratory Exposure ☐ Confined spaces ☐ Excavations ☐ Heat Stress ☐ Other (specify)	2	2
2.	Does your department perform periodic industrial hygiene tests for these hazards? No If yes, for what substances?	2	N/A
3.	Have steps been taken to address exposures identified as needing attention by the industrial hygiene tests? No, since this is an office environment If yes, please describe:	2	N/A
4.	Does your department maintain a file for records of industrial hygiene tests for known employee exposures? No, it is not needed	2	N/A
5a.	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? No, not needed If yes, what type of examination?	2	N/A
5b.	Is their record documented? No, not required for any of the employees	2	N/A
5c.	Are the employees advised of the results of such examination? No, not required for any of the employees	2	N/A
5d.	Is this activity tracked to assure all employees are examined annually, who are required? No, not required for any of the employees	2	N/A
6.	What types of personal protective equipment are required at your department? ☐ Safety Shoes ☐ Safety Glasses ☐ Face Shields (grinding area) ☐ Hearing Protection	2	N/A
7.	Are training programs in place for the above-checked personal protective equipment? No, not required for any of the employees	2	N/A
8.	Is a disciplinary system used to enforce the use of personal protective equipment? No, not required for any of the employees	2	N/A

XII. EMERGENCY PREPAREDNESS (36 Points)

		Points	
		Possible	Actual
1a.	Does your department have an emergency evacuation plan? Yes, there is a plan in place	2	2
1b.	Does your department have an employee evacuation plan? Yes, there is an evacuation plan too.	2	2
2.	Does your department have an emergency team? Yes, there is a team in place	2	2
3.	Has the emergency team or other employees been training in the use of fire extinguishers and evacuation? Yes, the PASS method it taught	2	2
4.	Do you conduct fire drills? Yes, but not very often because the operations are 24/7/365	2	2
5.	Does your local fire department conduct or assist in fire drills? Yes, because the fire department is on site too.	2	2
6.	Does your local fire department conduct periodic inspections? No, formal inspections by the fire department are not completed.	2	0
7.	Have you posted evacuation routes for all employees to observe? Yes, routes are posted throughout the facility If yes, is the plan explained to new employees by the supervisor when they are assigned to the department? Yes, the plan is reviewed when the new hires are trained.	2	2
8.	Does your department have an emergency plan? If yes, does it cover the following:		
	X ☐ Fire 0 pts 1 pt 2 pts	2	2
	X ☐ Explosions 0 pts 1 pt 2 pts	2	2
	X ☐ Tornado 0 pts 1 pt 2 pts	2	2
	X ☐ Department Re-entry 0 pts 1 pt 2 pts	2	2
	X ☐ Shutdown of Utilities 0 pts 1 pt 2 pts	2	2
	X ☐ Hurricane 0 pts 1 pt 2 pts	2	2
9.	Has each department supervisor in the department been provided with the emergency plan instructions? Yes, supervisors and fire wardens	2	2
10.	Has the department been provided with emergency lighting? Yes, emergency lights is in all areas of the facility	2	2
11.	Is someone responsible for maintaining these emergency lights? Yes, GSD department is responsible for maintaining the lights If yes, name of person:	2	2
12.	Are the emergency lights properly positioned to direct at aisles, routes and exits? Yes, light seen during survey are positioned correctly	2	2

XIII. OSHA STANDARDS /BEST PRACTICES (52 Points)

			Points	
			Possible	Actual
1.	**Hazard Communication Standard**			
	Have the following elements been completed?			
	☐Chemical Inventory	0 pts 1 pt 2 pts	2	2
	☐Material Safety Data Sheets (MSDS's)	0 pts 1 pt 2 pts	2	2
	☐Employee Training	0 pts 1 pt 2 pts	2	2
	☐Written Program	0 pts 1 pt 2 pts	2	2
	☐Labeling	0 pts 1 pt 2 pts	2	2
2.	**Lockout/Tagout Standard**			
	Have the following elements been completed? Yes, by the exposed contractors.			
	☐Written program for isolating energy	0 pts 1 pt 2 pts	2	2
	☐Use of lockout/tagout devices	0 pts 1 pt 2 pts	2	2
	☐Periodic inspections	0 pts 1 pt 2 pts	2	2
	☐Training	0 pts 1 pt 2 pts	2	2
	☐Machine Specific Process	0 pts 1 pt 2 pts	2	2
3.	**Confined Space Standard**			
	Have the following elements been completed?			
	☐Identification of confined spaces and inventory	0 pts 1 pt 2 pts	2	N/A
	☐Determinants of Permit system	0 pts 1 pt 2 pts	2	N/A
	☐Periodic inspections	0 pts 1 pt 2 pts	2	N/A
	☐Atmospheric testing/Equipment	0 pts 1 pt 2 pts	2	N/A
	☐PPE and emergency response plan	0 pts 1 pt 2 pts	2	N/A
	☐Training (Entrants, Attendants and Supervisors)	0 pts 1 pt 2 pts	2	N/A
4.	**Bloodborne Pathogens**			
	Have the following elements been completed?			
	☐Exposure Control Plan	0 pts 1 pt 2 pts	2	2
	☐Communicating Hazards to Employees (training)	0 pts 1 pt 2 pts	2	2
	☐Preventive Measures	0 pts 1 pt 2 pts	2	2
	☐Methods of Control	0 pts 1 pt 2 pts	2	2
	☐Exposure Incident Plan	0 pts 1 pt 2 pts	2	2
	☐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?			
	☐Monitoring and recordkeeping	0 pts 1 pt 2 pts	2	N/A
	☐Administrative controls or PPE	0 pts 1 pt 2 pts	2	N/A
	☐Audiometric testing	0 pts 1 pt 2 pts	2	N/A
	☐Posting of Standard	0 pts 1 pt 2 pts	2	N/A
	☐Written Program	0 pts 1 pt 2 pts	2	N/A
6.	**Machine Guarding**			
	Have the following elements been completed? Yes in all the computer areas guards are in place.			
	☐Are guards in place?	0 pts 1 pt 2 pts	2	2
	☐Are employees trained not to use equipment without guards?	0 pts 1 pt 2 pts	2	2
	☐Is training being conducted?	0 pts 1 pt 2 pts	2	2
7.	**Ergonomics**			
	Have the following elements been completed? Ergonomic efforts are made in regard to work stations, but no formal policies are followed			
	☐Policy Statement	0 pts 1 pt 2 pts	2	0
	☐Ergonomic Committee for chair selections	0 pts 1 pt 2 pts	2	1
	☐Medical Management	0 pts 1 pt 2 pts	2	1
	☐Ergonomic Analysis of Risk Factors	0 pts 1 pt 2 pts	2	1
	☐Education and Training	0 pts 1 pt 2 pts	2	1
8.	**Laboratory Standard**			
	Have the following elements been completed?			
	☐Policy	0 pts 1 pt 2 pts	2	N/A
	☐Training	0 pts 1 pt 2 pts	2	N/A
	☐Hazard Assessment	0 pts 1 pt 2 pts	2	N/A

XIII. BEST PRACTICES/OSHA STANDARDS (52 Points)

					Points	
					Possible	Actual
9.	**Process Safety Management**					
	Have the following elements been completed?					
	☐ Materials Identified	0 pts	1 pt	2 pts	2	N/A
	☐ Formal Program	0 pts	1 pt	2 pts	2	N/A
	☐ Process Hazard Analyses	0 pts	1 pt	2 pts	2	N/A
	☐ Operating Procedures	0 pts	1 pt	2 pts	2	N/A
	☐ Emergency Plans	0 pts	1 pt	2 pts	2	N/A
	☐ Training	0 pts	1 pt	2 pts	2	N/A
	☐ Contractor Awareness	0 pts	1 pt	2 pts	2	N/A
	☐ Pre-start-up Safety Reviews	0 pts	1 pt	2 pts	2	N/A
	☐ Work Permit System	0 pts	1 pt	2 pts	2	N/A
10.	**Personal Protective Equipment**					
	Have the following elements been completed? Yes, for the areas where it is needed					
	☐ Hazard Assessment	0 pts	1 pt	2 pts	2	2
	☐ Training	0 pts	1 pt	2 pts	2	2
11.	**Respiratory Protection**					
	Have the following elements been completed?					
	☐ Identification of Substances as Hazardous Exposures	0 pts	1 pt	2 pts	2	N/A
	☐ Respiratory Selection	0 pts	1 pt	2 pts	2	N/A
	☐ Health Evaluation and Surveillance	0 pts	1 pt	2 pts	2	N/A
	☐ Employee Training	0 pts	1 pt	2 pts	2	N/A
	☐ Fit Testing	0 pts	1 pt	2 pts	2	N/A
	☐ Respiratory Cleaning, Maintenance and Storage	0 pts	1 pt	2 pts	2	N/A
	☐ Respiratory Program Evaluation	0 pts	1 pt	2 pts	2	N/A

XIII. BEST PRACTICES/OSHA STANDARDS (52 Points)

					Points	
					Possible	Actual
12.	**Electrical Safety-related Work Practices**					
	Have the following elements been completed?					
	☐Training	0 pts	1 pt	2 pts	2	N/A
	☐Use of Personal Protective Equipment	0 pts	1 pt	2 pts	2	N/A
	☐Protective Tools	0 pts	1 pt	2 pts	2	N/A
	☐Written Program	0 pts	1 pt	2 pts	2	N/A
13.	**HAZWOPER (Hazardous Waste Operations)**					
	Have the following elements been completed?					
	☐A Written Program	0 pts	1 pt	2 pts	2	N/A
	☐Employee Training	0 pts	1 pt	2 pts	2	N/A
	☐Communication	0 pts	1 pt	2 pts	2	N/A
	☐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 6	2	2
2. Do employees drive company vehicles home at night? No, vehicles are not driven home at night	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? Yes, drivers license checks are completed	2	2
4. Do you perform an annual review of the driving record of those employees who have access to company owned/leased vehicles? Yes, annual reports are completed	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? Yes, there is a city policy in place for vehicle use.	2	2
6. Are monthly safety inspections performed on all company owned/leased vehicles? Operators are suppose to check vehicle before each use.	2	1
7. Are employees required to use safety belts while driving company owned/leased vehicles? Yes, it is required	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? Yes, defensive driving class is required for all vehicle operators	2	2

DEPARTMENT OBSERVATIONS

Management support and leadership at this location is good, but there are opportunities for improvement. Employees are aware that part of their performance reviews are based on safety, but the communications and follow up with the employees is lacking. In the focus groups, it was revealed that the employees were very interested in participating in the safety process and getting involved in helping to improve the safety culture for the better. Most organizations look to engage employees willing to participate in the safety process or on a safety committee. I recommend you try to use the ones that want to help.

The training for new employees is good. The new employees are trained on the equipment that they use and the policies and procedures are reviewed. However, in the focus groups many of the employees voiced a concern that retraining is not done with the current employees on a regular basis. As I suggested during the closing conference, it would be a good idea to provide safety topics once a week after roll call or after other group employee meetings to keep awareness up and to keep the employees thinking about safety. Good safety communication is a best practice in any safety effort. Keeping the employees informed, aware of hazards and what they should be looking for on the job will help create a safe work environment for all the employees at HEC.

Accident investigations are currently done by the HR safety department and reviewed by Robert Taylor. I suggest that a joint effort be made to investigate the accidents as a team to help determine the root cause. Supervisors should also be involved in this process to help with the investigation and to provide cross training opportunities. If supervisors assist with the investigation, they will be made more aware of potential hazards and more apt to point out or get hazards fixed before an injury occurs.

A safety committee currently does not exist. I recommend asking for volunteers to help with the formation of a safety committee. The committee can assist with the safety efforts, participate in the accident investigations, review claims, and help to develop corrective action items in need of attention. The safety committee should be task driven and focus on things that are going to benefit the location.

Inspections are currently done on a daily basis by Robert as he walks the facility. Robert is very diligent to identify problem areas and to get the local "on site" folks to correct the problems as soon as possible. Since no formal inspection forms are filled out, it is hard to identify trends that may be occurring. Documentation of formal self inspections should be required to identify areas that are consistently in need of attention.

A review of the claims shows that the largest loss driver for this location is slips and falls. Many of these are related to employees walking on wet floors due to mopping or cleaning by the maintenance staff. Local management has taken steps to reduce these hazards by not allowing employees in bathrooms when they are being mopped, closing the area off, making the employees more aware of the hazards, and using more signage to identify the hazards. The second largest loss driver is repetitive motion claims. There has been a reduction in the number of these claims due in part to the system changes that have occurred. The computer system is

set up to the "point and click" method which has reduced the amount of typing that has to be done by the employees when taking emergency calls.

This is a well maintained facility and a great deal of effort is put into maintaining the facility. The outside maintenance staff does a great job in keeping the facility neat, clean and orderly. If employees have suggestions on how to improve the safety efforts, management is very open to those suggestions and tries to implements them. A good case in point is the speed bumps in the parking lot that were the result of employee suggestions. Since there are several departments working at this one location, I would suggest keeping all of the people working at this location involved in the safety effort by posting information on a community bulletin board for all the employees to see. The safety effort should not stop because the employees are not part of the HEC.

Recommendations:

Use industry best practices to compute frequency rates and severity rates for the department to help determine a baseline and to assist in tracking improvement in the department.

Evaluate the employee's safety performance after 30 days instead of waiting for the 5 month and 11 month reviews. Unsafe behaviors should be addressed as soon as possible.

A safety committee of the employees should be assembled to assist in the safety effort. A safety committee is a great tool to allow employees to get involved in the safety process, drive the safety process, review accidents, review corrective actions, and help create a proactive safety environment. Employees are willing to participate and voiced interest in the focus groups.

Formal inspections of the facility should be completed to help document any problem areas and to determine if corrective action is being taken. Formal reports are also useful in fostering accountability for the employees that need to make the corrections.

Safety meetings should be a part of every staff meeting or roll call to keep the employees thinking about the safety efforts and to help drive culture change in the department.