Purpose

Trinity Medical Management ("Trinity") intends to take a proactive approach to injury prevention that focuses on at-risk behaviors that can lead to an injury and on safe behaviors that can contribute to injury prevention. This is the meaning of behavior-based safety. Instead of being responsible for accidents, our company encourages managers to be responsible for creating an accident prevention process. This Behavior-Based Safety Program provides both a guiding vision and flexible procedures by which we prevent at-risk behaviors and promote safe ones.

Administrative Duties

The Training and Compliance Manager is responsible for developing and maintaining the written Behavior-Based Safety Program. This program is kept in the Operations office.

Moving Motivations toward Safety

When it comes to behaviors, some say if people think safety, then they will act safely. But it may also be true that if a person acts safely, eventually he/she will think safety. Then those safety thoughts will encourage safe behavior. This starts a cycle.

However, it's challenging for people to motivate themselves to behave safely. People tend to do what's fast and easy, even if they sacrifice their safety. For most people it's the result that usually counts. Whichever behavior is more advantageous will be the one that is usually done.

The truth is safe behavior is not always the most advantageous behavior—at least in the short run. For example, when one chooses not to wear hearing protection, the results are that he/she will have more comfort, save time, and he/she may lose his/her hearing. There are two reasons not to wear hearing protection and one to wear it. This probably means most people are motivated not to wear hearing protection.

Plus, experience tells people that nothing bad happens. Injuries are rare. But they do occur. For these reasons, our company has an uphill struggle with trying to help employees motivate themselves to work safely. Yet we believe it can be done.

Secure Working Environment

Our company tries to provide a secure working environment by encouraging two-way communication between management and employees and by facilitating an atmosphere of trust. Of course, a secure working environment can mean a safe working environment. Trinity recognizes that employee behavior alone cannot guarantee a safe environment. We also provide a workplace free from recognized hazards (both physical and behavioral). All employees have the right to work in areas that are free from recognized hazards that are either causing, or likely to cause, death or serious harm.

To keep our workplace free of hazards, we have implemented a system for:
- Good hazard communication,
- Efficient hazard identification,
- Thorough hazard evaluation, and
- Established methods of hazard control.

Defining Behaviors

It is important to list hazardous tasks which may cause injury or illness in each work area. From these we have developed a list of correlating safe behaviors. That way it is clear what is a safe behavior. For instance, lifting has a sequence of safe behaviors:
1. Test the weight of the load,
2. Check for a clear path to destination,
3. Bend the knees and use the legs,
4. Change foot positions to turn and don't twist the body.

Each listed safe behavior will be observable so that we can determine whether improvement has been made.

Observation and Feedback

Observations provide direct, measurable information on employees' work practices indentifying both safe and unsafe behaviors. Our observation methods are as follows:
1. We randomly assign employees to observe other employees to see if they perform a given set of safe behaviors. Observers record how many listed behaviors were performed safely and how many were unsafe. No names are recorded, only observations.
2. All observations are recorded and sent to TCM, who files them in Operations office.

Upon completion of an observation, the observer is expected to have a discussion with the observed to get feedback. The observer will:
1. Review the observation with observed employee
2. Start with a positive comments
3. Reinforce safe behaviors observed first
4. Describe and discuss what was unsafe
5. Solicit from observed employee explanation of his/her unsafe behavior with open-ended questions
6. Re-emphasize no consequence to observed employee.

Data Collection & Trend Analysis

Individual departments, as well as the company as a whole, will compare these measurements and track these results by an acceptable method so that numerical and statistical comparisons can be made over time.

Once trend analysis is complete, appropriate action plans must be developed to address unsafe behaviors. Action planning will include:

1. Evaluate unsafe behaviors from trend analysis and prioritize
2. Develop action plan for unsafe behaviors based on comments and feedback from data sheets
3. Designate responsible parties and timeframes within the action plan
4. Define who is responsible for action planning
5. Ensure management support

Action Plans are carried out over the course of a set time period. Follow-up is necessary to ensure the closure of all actions listed within the Action Plan. The follow-up process will include:

1. Define a frequency for review of action plans
2. Assign accountability for closeout of action plans within the organization
3. Archive action plans

We evaluate recorded observations as follows:

1. Our TCM determines the percentage of safe behaviors observed every week. This helps us find out how employees are doing. We share these results with all employees.
2. At the same time, TCM and Supervisors has the responsibility of determining, on a monthly basis, if our Behavior-Based Safety Program is actually reducing injury frequencies. These determinations are also shared with all employees and then filed in Operations office.

Team Building

Teams are an important part of the success of our Behavior-Based Safety Program. With teams no one person has to carry the program. We have organized teams, each with its own mission and goal, yet operating to benefit the program as a whole.

Training

Appropriate personnel will be trained on the Observation Process established. The training program will:

- Define who is trained and how much
- General employee awareness
- Ensure that all employees involved in the process are trained in the classroom or on the job

Types of training will include:

- Management training
- New employee training
- Refresher training

This training will include:

- Program objectives and incident metrics reviewed
- How to conduct the observation
- How to complete the observation form
- What do the behaviors mean
- Feedback training and role play (mentoring and coaching)
- Employees should be aware they may be observed at any time

Successful behavior-based safety depends on a proper mind-set. This takes training. The TCM will identify all new employees in the employee orientation program and make arrangements with department management to schedule training.

Classroom instruction covers the following topics:
- Definition of behavior-based safety,
- The safety-related goals and objectives set at the corporate level,
- Description of motivational influences,
- How to set individual productivity and safety-related goals,
- Opportunities for personal learning and peer monitoring,
- How your company encourages two-way communication between management and employees and facilitates an atmosphere of trust,
- How your company works to free the workplace from recognized hazards via hazard communication, identification, and evaluation,
- The list of safe behaviors for the trainees' work areas and how they were/are developed and who took/takes part in their development,
- Proper observation and feedback techniques,
- Methods for intervening immediately when someone observes a person performing a behavior that could lead to injury,
- The recordkeeping system to track employee observation checklists,
- How observations are evaluated,
- Any evidence of injury frequency reduction after implementation of the Behavior-Based Safety Program,
- The importance of teams in a successful behavior-based safety process,
- Descriptions of the teams involved with the Behavior-Based Safety Program,
- Guiding a team to consensus regarding an issue or decision,
- The importance of a safety accountability system,
- Description of your accountability system, and/or
- The difference between accountability and responsibility for safety.

Our practical training includes these formats: demonstrations, practical exercises, and hands-on instruction. Our practical training covers the following:
- Motivational influences,
- Hazard communication, identification, and evaluation,
- Proper observation and feedback techniques,

- Methods for intervening immediately when someone observes a person performing a behavior that could lead to injury,
- The recordkeeping system to track employee observation checklists,
- How to evaluate observations, and/or
- Guiding a team to consensus regarding an issue or decision.